City of San Diego Service Efforts and Accomplishments Fiscal Year 2008 December 31, 2008



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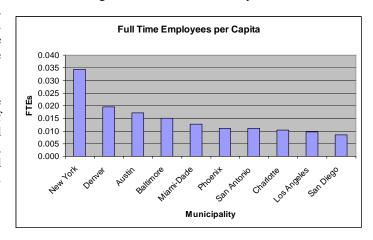
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ABOUT THE CITY

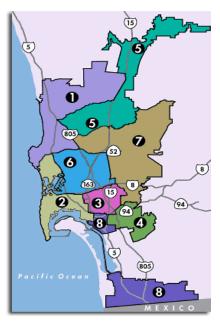
The City of San Diego was incorporated in 1850. It is comprised of 403 square miles and has an estimated population of 1.3 million. San Diego is the second largest city in California and the eighth largest in the nation. The City is located in Southern California bordered by Mexico to the South, the Pacific Ocean to the West, and the desert and mountain ranges to the east. The locale makes San Diego one of the most desired places in the nation to

visit. In addition to its thriving tourism market, San Diego also has a strong relationship with the military. San Diego is home to Marine Corps bases, the Coast Guard, and one of the largest naval fleets in the nation.

The City, with approximately 10,000 full-time employees, provides a full range of governmental services which include police and fire protection, sanitation and health services, streets and infrastructure construction and maintenance, recreational activities and cultural events, and the water and sewer utilities' maintenance and operation.



City of San Diego Council District Map



The City is governed by the laws of the State of California. In addition, the City of San Diego's Charter was adopted by the electorate in 1931 and has been subject to periodic amendments since adoption. The City is currently operating under a Strong-Mayor form of government. The departure from the City's previous Council-Manager form of government was approved by a vote of the public and became effective January 1, 2006. The Mayor is elected at-large to serve a four-year term.

Under the Strong-Mayor form of government, the Mayor is the Chief Executive Officer of the City and has direct oversight over most City functions and services. Under this form of government, the Council is composed of eight members and is presided over by the Council President, who is selected by a majority vote of the Council. The Mayor presides over Council in closed session meetings of the Council. The Council retains its legislative authority; however, all council resolutions, except for appropriations ordinances, are subject to a veto of the Mayor. The City Council may override a mayoral veto with five votes. The City Attorney, who is independently elected for a four-year term, serves as the chief legal advisor and attorney for the City and all departments.

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¹ The City Council and their Budget Analyst, the City Attorney, the City Clerk, the City Auditor, and the Personnel Department are independent and do not report to the Mayor.

INTRODUCTION

Overview

The City of San Diego Fiscal Year (FY) 2008 Service Efforts and Accomplishments (SEA) report was created by Business Office as part of the City Management Program (CMP), a mayoral reform initiative that began in 2007. The CMP was created to assist the City in implementing the Mayor's vision of transparency of City government operations, accountability for performance, and world-class service delivery. The report provides the public with an overview of the significant efforts and accomplishments made by each of the City's Mayoral departments. The performance information provided in this report covers program execution and service delivery for FY2008, beginning in July 2007 and ending in June 2008.

Purpose

This report will help the public evaluate City services and enable the City of San Diego's leadership to accurately quantify service levels for all departments. The information within this report is designed to infuse accountability for performance into City services at every level of the organization. In addition, it is intended to hold City leadership accountable for performance and provide them with the information needed to make data-driven decisions.

Scope

FY2008 marked the first time ever that the City of San Diego released a City-wide Strategic Plan to guide its activities and resource investments. The Strategic Plan includes City-wide goals, objectives, and performance measures. Building from the City's Strategic Plan, all of the Mayoral departments underwent a planning process that resulted in the development of tactical plans. Departments' tactical plans outline the strategic direction of where the department is headed and describe how it will get there. The strategic and tactical planning process is intended to ensure the City is working toward a common vision. Tactical plan components include mission, vision, strategic goals, objectives, strategic initiatives, and performance measures. As part of the tactical planning process, each department developed associated performance targets and outlined the procedures necessary for bi-annual data reporting to occur.

The SEA report includes the City's Strategic Plan and excerpts from departmental tactical plans. These elements can be found in the following sections:

- **Department Description** This is a brief overview of the department that describes its history and the services the department provides. It also includes the department's mission statement.
- Goals and Objectives This section describes the goals and objectives that make up the action plan for the
 department. Strategic goals are broad, multi-year areas of focus, while strategic objectives are articulated
 aims that support the identified goals.
- Accomplishments The accomplishments section provides a narrative description of major efforts and achievements. Programs, grants, and other major activities not included in the tactical plan were included at
 - the discretion of the department. This section is appropriate for describing milestones met, services provided, accomplishments, awards and special recognitions.
- Budget Dollars at Work Performance Expectations -This section presents the performance measures that are used to set expectations for performance against goals.
- Budget Dollars at Work: Sizing and Workload Data'
 This section includes sizing data, utilization data, and workload statistics.

Of the City's total FY2008 \$2.9 billion budget, 86% is represented by the performance information provided in this report. The performance data is focused on, but not limited to

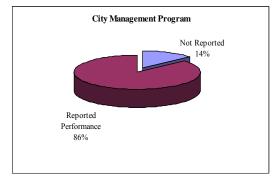


Figure 1: Percentage of Budget Represented by Report

services, projects, and programs administered by the City's Mayoral departments. The remaining 14% of the budget not represented in this report is allocated to departments independent from the Mayor and/or funds that do not fall under any particular business center or do not have actual personnel or full-time staff budgeted.

Methodology

The City's Strategic Plan was released in FY2008 as a five-year plan. It was crafted through a series of facilitated sessions held with the City's top leadership and subject matter experts using Council priorities delineated in the FY2008 City Council Budget Prioritization Process. The plan provides the City with a common vision and mission to which all departments, divisions, and programs should support. It is now being updated on an annual basis using feedback from an internet site specifically designed for public input, input from subject matter experts throughout the City, and feedback from the City Council.

The CMP provided facilitation services to assist departments in developing their mission, vision, strategic goals, objectives, strategic initiatives, performance measures and associated performance targets for FY2008. The measures outlined in the 'Performance Expectations' sections of this report were identified as key measures for the organization because they focus on outcomes, or the impact a service or program has on the public. The sizing and workload data elements, while important, are not key measures because they focus on outputs rather than outcomes. Tactical plans are also being updated on an annual basis to ensure alignment with the City's plan. Figure 2 illustrates the relationship between the City's Strategic Plan and departmental tactical plans. Many departmental objectives link directly to the City's objectives, while others may not have a direct relationship because of departments' operational specificity.

As demonstrated in the figure below, the City's Strategic Plan and departmental tactical plans utilize a Balanced Scorecard (BSC) framework. Utilizing the BSC framework ensures that the City is maintaining a balanced approach to managing its operations. Fostering development in each of the BSC's four perspectives (Customer, Financial, Internal Process, and Learning and Growth) will enable efficient and sustainable operations. Although the BSC framework is not displayed in this report, departments are responsible for addressing each perspective of the BSC by developing appropriate objectives.

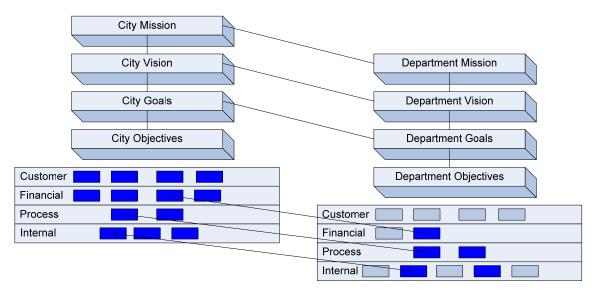


Figure 2: How a Department's Tactical Plan connects with the City's Strategic Plan

Performance Data Reliability

To ensure reliability, each performance measure requires a measure validation form in which data sources, measure formulas, and department contacts are identified. The fundamental features of the performance measure validation forms make certain that the reporting department monitors data utilizing the same methods and sources each

reporting period. Once departmental tactical plans and measure validation forms are updated for the coming fiscal year, data reporting templates are provided to each department for use in bi-annual reporting.

The reporting templates include the departments' objectives and associated measures organized using the BSC framework. Baseline and target information is included to give the current data context and allow the department to identify trends. Each department is responsible for providing performance reports to the City's Mayor and Chief Operating Officer. Explanations must be given for performance measures not meeting or trending toward performance targets and are footnoted in this report. In addition, with its bi-annual report, the department must present the strategies to resolve any identified performance deficiencies. Once data reporting templates are completed, they are included in the City-wide Performance Measure Database. The Database serves as the City's repository for all performance information. It allows the City to analyze annual and bi-annual trends based on historic performance data.

Reporting Limitations

The CMP has made significant progress in creating a more effective and performance-oriented organization. It is moving the City forward by instilling accountability for performance and has added transparency into City operations. However, performance management is an ongoing process and there are many areas for growth and improvement.

The CMP is a new program with many accomplishments made in FY2008. The measurement methodology utilized in the Program is new to the City. As a result, there are some measures for which departments were unable to capture data during FY2008, the program's first year of implementation. These measures are labeled N/A and will be monitored during FY2009. Through the CMP, the City is also developing a FY2009 Resident Satisfaction Survey to assess resident attitudes about services and programs provided by the City. Several departments used this survey as a data source for one or more measures, but it will not be conducted until the latter part of FY2009. The results will be included in the associated FY2009 SEA report.

Although the City stresses the importance of data reliability through the measure validation process, it is still the responsibility of the departments to provide accurate and timely information. The performance information received from departments is unaudited. It is a goal of the City to begin conducting performance audits, but the lack of resources City-wide may impede this effort. To the best of our knowledge, this report does not contain any performance information known to be inaccurate or misleading. However, the reporting process is a manual process which allows for the possibility of human error. In order to address this, the CMP has been working with an outside vendor to develop a new budgeting and performance reporting tool compatible with SAP that will be used to automatically generate performance reports during the City's budget preparation activities. This tool will help create and sustain a more performance-oriented culture in the City and will support data reliability.

CITY-WIDE STRATEGIC PLAN

A vital component of the City Management Program is the City Strategic Plan which charts the strategic direction of the City. It is a key document that contains the City's mission, vision, goals, and objectives. The City Strategic Plan was a product of collaboration between City leadership and subject matter experts from across all departments. It defines the direction for the City and provides a strategic framework for the strategies and activities of the departments.

The City Strategic Plan centers on four main goals:

- Safe, clean neighborhoods
- Fiscally-sound, efficient city government
- Sustainable growth and economic prosperity
- Responsive and innovative workforce

These are broad areas of focus for the City and are intended to be supported by each department. The City's objectives are more specific, mid-term achievements that will help the City achieve its goals. They appear below, under each of the goals that they support.

Safe, clean neighborhoods

- Ensure effective public safety
- Maintain safe and effective infrastructure
- Protect our oceans and bays and providing clean water

Fiscally-sound, efficient city government

- Utilize strategic financial planning and to ensure financial viability
- Create public trust through an open and ethical government
- Provide the public with competitive, customer-focused services

Sustainable growth and economic prosperity

Plan for smart and balanced growth

Responsive and innovative workforce

Build a diverse workforce reflective of and responsive to the diverse citizens of San Diego

These objectives will be evaluated annually and updated as necessary in order to respond to new challenges and/or demands of the City's residents, as well as unexpected changes to our environment (e.g., economy, physical environment). The strategic goals are expected to remain fairly stable for the five-year planning period.

CITY PLANNING AND DEVELOPMENT

The mission of the City Planning and Development group is to provide the City of San Diego with the highest quality public services in the areas of city planning, redevelopment, economic development, real estate asset management, development services, and neighborhood code compliance, thereby continually enhancing the quality of life for all residents of, and visitors to, San Diego. The City Planning & Community Investment, Development Services, and Real Estate Assets departments form the City Planning and Development group.



City Planning and Community Investment

Department Description

This newly-constituted department combines Planning, Economic Development, and Redevelopment to integrate the City's development strategy, policies, and visioning processes with some of its major implementation tools. The Department is organized into four divisions: Planning, Urban Form, Economic Development, and Redevelopment. Additionally, the Department includes the Facilities Financing Program that monitors development agreements and formulates and administers a variety of funds used to finance public facilities in community planning areas throughout the City.

The Department's mission is:

To engage San Diegans to plan, implement, and maintain a sustainable city through the wise use of land, resources, and aesthetics ensuring a high quality of life for all generations

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Create visionary plans that are achievable

Creating plans that are highly valued by the public requires coordination and collaboration in order to form implementation strategies that effectively execute plans. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Employ the collaborative use of multi-disciplinary teams
- Present plans in a cohesive and comprehensive way
- Ensure that all work efforts include an implementation strategy

Goal 2: Foster economic development

Encouraging community revitalization and promoting economic opportunity for all segments of the population is a key component in ensuring a high quality of life. It is essential to retain, attract and maintain the type of businesses that contribute positively to the local economy. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Leverage public incentives and assistance to promote community revitalization
- Promote economic development efforts to attract and induce investment in local businesses
- Work with key businesses in targeted industries to provide assistance and incentives that result in the retention and creation of jobs and investment
- Support and encourage local businesses to provide private sector revitalization solutions

Goal 3: Implement redevelopment

The purpose of redevelopment is to assist local governments in the elimination of blight from designated areas through new development, infrastructure, public spaces and facilities, reconstruction, and rehabilitation. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide, upgrade, restore, and enhance public infrastructure and facilities
- Increase the supply of affordable housing, improve housing conditions, and increase affordable housing opportunities
- Promote economic development activities that retain and expand business and employment opportunities
- Enhance and preserve neighborhood character and rehabilitate historical properties

Goal 4: Finance public facilities

One ongoing challenge is providing adequate public facilities, such as parks, libraries, fire stations, and streets, to serve the City's current and future populations. Funding these facilities will occur through a combination of

financing strategies. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Maintain an effective facilities financing program to ensure the impact of new development is mitigated through appropriate fees
- Pursue a broad range of funding sources to finance public facilities and infrastructure
- Invest in public infrastructure that supports and leverages private investment in communities
- Coordinate with redevelopment agencies to effectively utilize tax increment and other agency financing in order to leverage additional funds

Goal 5: Develop a focused and productive department workforce

A skilled and productive workforce is essential for every type of organization. Having highly-trained, self-directed employees results in more operational effectiveness, as well as a better work product. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Establish and integrate CPCI work plan priorities
- Promote the use of cross-disciplinary teams
- Promote professional growth and development
- Reward and recognize good employee performance

Accomplishments

Planning

During Fiscal Year 2008, the Planning Division provided planning services including preparation of the General Plan, community plans, and mobility studies, as well as planning group support, grant administration, development project reviews and other efforts.

The General Plan is the blueprint for how the City of San Diego will grow and develop over the next 20 to 30 years. Work on the General Plan and Program Environmental Impact Report (PEIR) continued in Fiscal Year 2008 culminating in approval on March 10, 2008. Work included release of the final public hearing Draft General Plan and PEIR in September 2007; public hearings before the Planning Commission, Land Use and Housing Committee, and Natural Resources and Culture Committee in November 2007, December 2007, and January 2008; and City Council consideration and approval on March 10, 2008.

The Planning Division made significant progress with on-going community plan updates in the Otay Mesa and Ocean Beach communities. Both of these community plan updates are anticipated to be scheduled for City Council consideration in mid-Fiscal Year 2009. In addition, community plan updates began in Fiscal Year 2008 for the Barrio Logan community, and initiated for the Uptown, Greater North Park, and Greater Golden Hill communities. These latter three updates will be conducted concurrently in order to address issues common to all areas including mobility, open space, and environmental considerations.

In addition to community plan updates, the Planning Division processed approximately 25 community plan amendments. These amendments affected communities throughout the City and dealt with issues from providing mixed use policies for commercial/residential development, to amending land use plans to allow appropriate uses that had not previously been anticipated. The Planning Division also supported San Diego's 42 recognized community planning groups. Most notably, the Division worked with community planning groups to bring their operating bylaws into conformance with provisions of the Brown Act and Council Policy 600-24. The Division trained planning group members on planning group operations, conformance with the Brown Act, and other topics. The Division also reviewed numerous discretionary development proposals in order to ensure conformance with adopted community plans and related policy documents. The Mobility Section of Planning initiated development of the Bicycle Master Plan as well as work on seven pilot communities for the Pedestrian Master Plan. Work on two grant funded mobility projects, the Hillcrest Corridor and San Ysidro Mobility Strategies, were completed in Fiscal Year 2008. These studies provide recommendations for traffic calming and other street improvements to improve multimodal circulation within these communities.

Urban Form

The new Urban Form Division was created in Fiscal Year 2008 and includes four sections: Urban Design, Park Planning, Historic Resources, and the Multiple Species Conservation Program (MSCP). Work conducted in this Division will focus on urban design strategies, project design, open space and park systems planning, and historic preservation.

The Park Planning Section helped complete the Recreation and Conservation Elements of the newly-adopted General Plan Update. Park Planning staff provided analysis and evaluation of new policies affecting the application of population-based park and recreation standards City-wide. Park Planning staff initiated and monitored the acquisition of parkland located in five communities in accordance with development agreements and discretionary permit conditions and reviewed 440 discretionary and ministerial development proposals for impacts to existing parks and open space. Staff also prepared and submitted 30 new park projects City-wide for the Fiscal Year 2009 Capital Improvements Program Budget, a process that required community outreach, creation of scopes of work, preparation of cost estimates, and identifying appropriate funding sources.

The Historic Resources staff played a major role in the completion of the Historic Preservation Element of the General Plan Update. Staff also completed the San Diego Modernism Historic Context Statement, reviewed 60 projects with the Historic Resources Board (HRB) Design Assistance Subcommittee, completed 150 project reviews involving designated historic sites, and held ten public hearings and 24 public subcommittee meetings. Staff processed two new historic districts in the Uptown Community, substantially updated the Burlingame Historic District in North Park, and reviewed and took forward 58 individually significant historical resources for designation by the HRB. Additionally, Historical Resources staff co-sponsored the California Preservation Foundation workshop on the State Historic Building Code, conducted five community workshops on historical resources, conducted 100 building site visits to assess potential for historical significance, and completed after-fire damage assessment to one archaeological site and six structures.

The Multiple Species Conservation Program (MSCP) Section reviewed 100 development projects for compliance with the MSCP Implementing Agreement, compiled the MSCP Annual Report for the U.S. Fish and Wildlife Service and California Department of Fish and Game, and administered over \$750,000 in grants for endangered species policy, monitoring, and habitat restoration. Additionally, 48,456 acres of land have been conserved or obligated for conservation since the adoption of the Program which is approximately 92 percent of the target conservation area in the city.

Economic Development

The Business Expansion, Attraction, and Retention (BEAR) Team provided targeted technical, permitting, and due diligence assistance to 10 manufacturing businesses and two industrial developers that are constructing over 1.6 million square feet of new office and industrial space and adaptively re-using an additional 450,000 square feet. These projects, which include the new world headquarters for Sony Electronics and ResMed Corporation, will result in over \$400 million worth of new taxable private sector investment that will in turn generate over 4,800 new jobs and over \$600,000 of new revenue annually to the City's General Fund.

A Tourism Marketing District (TMD) was created and will be managed by the Office of Small Business (OSB). The TMD will raise more than \$25 million annually over a five year period to promote tourism and increase hotel room night consumption in the City of San Diego. Of this \$25 million, approximately \$10 million will be accrued directly for the benefit of the City's General Fund.

The Office of Small Business provided individual assistance to more than 5,000 aspiring and existing entrepreneurs with information and referrals and provided project and contract management services to more than 50 non-profit organizations developing economic opportunities in more than 15 neighborhoods and developing tourism in and to San Diego. OSB staff also provided project and contract management services to six community parking districts, partnered on the downtown parking pilot program and proposed the pilot's expansion throughout the downtown area, and initiated a parking study and the development of parking requirements for affordable housing projects within the city.

The Community Development Block Grant (CDBG) Program provided over \$15 million in funds to programs that serve the low and moderate income communities of the City of San Diego. The CDBG Program staff provided

oversight on 182 projects and directly managed 42 contracts. The City is currently engaged in reforming the CDBG process. The first amendments to the governing City Council Policy were processed in January 2008 and remaining reforms are expected to be completed by July 2009.

The San Diego Regional Enterprise Zone was conditionally approved by the State of California and final designation is anticipated in Fiscal Year 2009. The Enterprise Zone stimulates business investments and creates jobs in economically disadvantaged areas. More than 2,700 employee hiring tax credit vouchers were approved for businesses located in the Enterprise Zone and the Local Area Military Base Recovery Area (LAMBRA), 350 of which were for new jobs. The Business Finance section managed the U.S. Department of Housing and Urban Development (HUD) Section 108 Loan Program portfolio consisting of 17 loans totaling approximately \$35.9 million. In addition, the Business Finance section managed three small business loan Programs totaling \$4.3 million, funded by Economic Development Administration (EDA) grants. In Fiscal Year 2008, five loans totaling \$1.2 million were approved and disbursed that were used to create and retain 38 jobs. Two additional loans totaling \$1.2 million approved in Fiscal Year 2008 are pending final documentation for disbursement in Fiscal Year 2009.

Facilities Financing

Seven financing plans and amendments were updated and approved for the funding of public facilities in Fiscal Year 2008, including the Infrastructure Financing Plan as referenced in the recently approved General Plan, collected \$41.1 million in impact fees to fund future community facilities in Fiscal Year 2008, and entered the City into the Statewide Community Infrastructure Program (SCIP) to give developers an alternate way to finance impact fees. Facilities Financing staff also developed the Regional Transportation Congestion Improvement Plan (RTCIP), as required by the November 2004 TransNet sales tax approval, and approved two reimbursement agreements.

Redevelopment

Accomplishments are listed under the specific project area budgets.

Budget Dollars at Work: Performance Expectations

Goal 1: Create visionary plans that are achievable

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of General Plan Action Plan completed	N/A	75%	100%
2.	Percent of community plans equal to or less than:			
	5 years old	2%	0%	26%
	■ 10 years old	15%	30%	26%
	 15 years old 	30%	51%	51%
3.	Percent of Economic Development Strategic Plan	N/A	N/A	100%
	completed			
4.	Percent of City-wide Parks Master Plan completed	N/A	N/A	5%

Goal 2: Foster economic development

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of Housing and Urban Development (HUD)	100% of prior	40%	100% of most
	Community Development Block Grant (CDBG) audit recommendations completed	audits		recent audits
2.	Percent of Community Development Block Grant reform and new Council policy completed	N/A	50%	100%
3.	Number of businesses in targeted industries assisted	42	89	50
4.	Number of small businesses assisted	2,250	5,233	5,105
5.	Number of Enterprise Zone Hiring Credit vouchers issued	2,879	2,714	4,500
6.	Private investment dollars leveraged by economic	\$183.7M	\$190M	\$300M

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
	development programs			
7.	Number of jobs created through economic	4,392	4,186	3,340
	development programs			

Goal 3: Implement redevelopment

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Percentage of five year Implementation Plans updated	N/A	100%	100%
2.	Percentage of revised implementation strategies for	N/A	100%	100%
	Pilot Villages updated			
3.	Number of affordable housing units completed by the	402	409	326
	Redevelopment Agency			

Goal 4: Finance public facilities

	at 4. I mance public facilities			
		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Percent of Public Facilities Financing Plans (PFFPs)			
	equal to or less than:			
	 1 year old since last comprehensive update 	22%	24%	19%
	 2 years old since last comprehensive update 	37%	37%	37%
	 3 years old since last comprehensive update 	47%	48%	49%
2.	Amount of public facility improvements funded	\$85.4M	\$43.9M	\$61M
	through Facilities Benefit Assessments (FBAs)			
3.	Amount of public facility improvements funded	\$4.5M	\$12.8M	\$2.2M
	through Development Impact Fees (DIFs)			
4.	Amount of public facility improvements funded	\$3.1M	\$25.2M	\$5.5M
	through tax increment			
5.	Amount of public facility improvements funded	\$3.8M	\$4.8M	\$3.8M
	through other sources			
6.	Acreage of Multiple Species Conservation Program	51	39	17
	(MSCP) lands secured			

Goal 5: Develop a focused and productive workforce

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of employees with professional certification	N/A	24	33
2.	Percent of staff (non-management) that attend training	N/A	60%	90%
3.	Percent of project managers trained on department	N/A	N/A	80%
	grants and contracts management			

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
	V	Vorkload Data			
Number of community plan updates initiated, ongoing, or completed	2	2	2	6	8
Number of environmental, open space, and park plans initiated,	N/A	N/A	N/A	8	7

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
ongoing, or completed		112000			2 2 2 0 0 >
Number of mobility plans	3	3	5	8	19
initiated, ongoing, or completed					
Total number of plan reviews	2,670	2,692	2,425	2,303	$1,500^2$
completed by the Department	Ź	,	,	,	,
Number of community meetings attended	227	N/A	N/A	340	340
Number of historic designations for properties processed	52	N/A	71	58	50
Number of historic resources area surveys completed	N/A	N/A	3	1	2
Number of historic district designations processed	N/A	N/A	4	3	1
Value of Assessment District funds managed ³	\$8.5M	\$8.6M	\$8.7M	\$18.7M	\$34.0M
Value of Parking District funds managed	\$2.7M	\$2.7M	\$2.7M	\$4.1M (including funds carried over from previous fiscal years)	\$2.7M
Value of CDBG ⁴ funds managed	\$18.26M	\$17.28M	\$15.5M	\$17.7M	\$14.58M
Value of new small business loans managed	\$1.0M	\$0.675M	\$0.24M	\$1.2M	\$0.84M
Number of contracts administered by the Economic Development Division	95	98	117	112	100
Number of businesses assisted by economic development programs	4,064	2,226	2,292	5,263	5,155
Number of redevelopment project areas managed	10	11	11	11	11
Total amount of tax increment managed	\$23.9M	\$32.3M	\$40.0M	\$40.5M	\$43.4M
Total dollar amount of facilities financing funds managed	\$127.5M	\$132.0M	\$116.7M	\$123.4M	\$123.0M
Number of plans reviewed for impact fee assessments	1,203	1,201	821	764	700
Number of development agreements monitored	17	16	11	11	11

² The reduction in the target amount is due to shifting the review of projects from City Planning staff to Development Services staff in order for City Planning staff to focus on Community Plan Updates

³ Includes Business Improvement Districts (BIDs), Maintenance Assessment Districts (MADs), the Downtown Property and Business Improvement District (PBID), and the Tourism Marketing District (TMD)

⁴ Community Development Block Grant (CDBG)

Development Services

Department Description

The Development Services Department (DSD) provides review, permitting, inspection, and code enforcement services for building and development projects throughout the City of San Diego. The major functions of Entitlements, Building, Construction and Safety, and Neighborhood Code Enforcement are organized to efficiently manage a development process for the complete life cycle of a development.

The Department's mission is:

To provide effective, safe, and quality development, enhancing San Diegans' quality of life, through community, customer service, and timely and effective management of development and compliance processes

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Protect the public's health, safety and welfare

The purpose of any development regulation is to protect the health, safety, and welfare of the public. The Department strives to assure that this is the primary focus of all its activities. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Implement and enforce established policies, regulations, standards, and codes
- Provide regulation reviews

Goal 2: Provide quality services at a reasonable cost

The Department strives to provide the most value to its customers for the services provided, as well as to minimize the cost of the regulatory process of development in time and actual costs. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Continually review services to ensure that they are in line with expectations
- Train staff to provide outstanding service delivery
- Utilize efficient and effective processes in the delivery of services
- Develop strategies to appropriately size the Department's resources to workload/demand fluctuations

Goal 3: Develop and support the workforce

As a public service organization, the Department's most important resources are the knowledge and skill of our staff. The development regulation process is extremely complex and technical, thereby requiring specialized knowledge. Maintaining a highly trained workforce is critical to providing high levels of customer service. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide a comfortable and productive office environment
- Ensure personnel remain current in their disciplines
- Ensure the safety of the workforce as they perform their duties
- Stabilize staffing levels and reduce turnover

Goal 4: Serve the City by balancing the diverse desires and needs of its stakeholder groups

Development regulations are designed to balance the needs of the community with the rights of the individual. The Department has a very wide range of stakeholders whose needs and desires constantly change. Staying in tune with these changes and balancing them is a never-ending challenge. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Enforce regulations/ensure compliance
- Provide excellent customer service

- Remain sensitive and responsive to public interest
- Identify solutions that holistically support the City's long-term interests, thereby ensuring that any future implications of development (e.g., maintenance) are appropriately considered
- Continually update regulations and processes to align with the City's overall goals

Goal 5: Ensure the financial health of the Department

Workload, technology, and costs can change rapidly due to the development industry's ties to economic trends. The Department needs to able to manage costs and maintain adequate reserves to respond to these changes. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Utilize efficient and effective processes in the delivery of services
- Associate resources requested and received with the workload to assure full cost recovery and the maintenance of adequate reserves

Accomplishments

2007 San Diego Fire Storm

In October 2007, San Diego experienced a major fire emergency. As a result of the fires, 362 homes were damaged or destroyed. The Department immediately deployed staff to establish a remote information and permit processing site at the Local Assistance Center in Rancho Bernardo. As of February 17, 2008, the Development Services Department has provided building records to 201 owners, issued 141 demolition permits, 44 small repair permits, and 36 electrical permits. In addition, 62 projects for new home construction or major repairs have been submitted for review to Development Services.

Customer Service Improvements

DSD's strong department-wide focus on customer service in the last three years has been a major contributor to the increase in customer satisfaction. It is also a reason that other departments have turned to DSD as a model for their customer service programs. The 2007 external True North Customer Satisfaction Survey results indicate that DSD is performing very well in what are often difficult circumstances. More than three-quarters of ministerial customers and two-thirds of discretionary customers indicated that they were generally satisfied with the Department's performance in meeting their needs on their most recent projects.

Moreover, most customers perceived that the Department has improved its customer service in the past year. Most were pleased with the Department's efforts to communicate and make information available to customers and indicated that the Department does an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project. The Department improved customer service through the utilization of a customer service manager, ombudsperson, and small business liaison who all work directly and proactively with customers and the community to improve service and resolve outstanding issues.

Outreach via the Internet

The Department's web page is continually updated. New sections in Fiscal Year 2008 included an Extensive Customer Service section that promotes ombudsman and conflict resolution services, as well as extensive informational sections on hot topics including FAA requirements, mini-dorms, and updates to the Land Development Code. More than 500 updates and additions were made to DSD's web page in the past year. The Department successfully used web noticing and email for public input and several Land Development Code Amendments this year.

Affordable In-fill Housing Expedite Program

The Affordable/In-Fill Housing and Sustainable Buildings Expedite Program was created as part of a City-wide comprehensive collaborative effort to help produce more affordable housing and sustainable buildings in the shortest time possible. Since its inception in August 2003, a total of over 170 projects have elected to utilize the Expedite Program, producing a total of over 2,000 affordable housing units and 1,000 sustainable housing units. The Expedite Program is processing discretionary permits approximately twice as fast as the Department's standard permit process.

Unreinforced Masonry (URM) Building Compliance Program

This program protects homes and businesses in San Diego by assisting property owners in complying with laws for earthquake safety. The goal of the City of San Diego's URM Ordinance is to save lives by minimizing the possibility of potential collapse of URM buildings during an earthquake. Following the original January 1, 2006 deadline for compliance, 858 buildings in San Diego remained in violation. DSD has worked closely with these property owners to bring them into compliance with the mandatory provisions of the City of San Diego URM Regulations. Additional seismic strengthening is often required based upon triggering mechanisms associated with remodeling, renovation, or change of occupancy. To date, more than 75 percent of these buildings have been brought into compliance. Approximately 205 buildings remain on the list and DSD is working aggressively to complete compliance with the ordinance.

Storm Water

By working with the Storm Water Department to enforce the provisions of the City's National Pollutant Discharge Elimination System (NPDES) Permit, the Department added functionality to its Project Tracking System to automatically track and schedule compliance inspections of private development during construction. This simplified the Department's process for generating mandatory storm water best management practices inspections and made mandatory reporting requirements to the Regional Water Quality Control Board more efficient.

Process Improvements

The Department has an ongoing program of process improvement that includes participation in the City-wide Business Process Reengineering effort. Some of the results of this program are listed below.

Noticing/hearing support automation

DSD upgraded to an Electronic Noticing and Document Distribution process. This major overhaul for project notices, hearing dockets and minutes, project reports, environmental appeals, and environmental documents allows staff to maintain service levels with reduced staff. In FY2007, the Department processed more than 203,000 notices for nearly 800 projects, distributed approximately 2,500 copies of environmental documents, and docketed more than 450 projects for more than 75 hearings with one-third less staff than in prior years.

Hand-held computers for inspectors

A pilot program implementing the use of hand-held computers has allowed inspectors to enter inspection results in real time while still in the field. The hand-held computers also function as phones and digital cameras and provide access to email and the Department's Project Tracking System, to which the inspection results are added dynamically. Inspectors are able to produce an inspection run sheet and schedule future inspections while in the field with the customer, providing much more efficient and timely service. The program is being deployed to the rest of the inspection staff and will allow immediate online access to results for customers. The Department is working with the Engineering & Capital Projects Department inspectors to allow access to inspection results for grading and public improvements through the Project Tracking System.

Pilot program underway for Electronic Plan Review

This service allows design professionals to transmit plans to the Development Services Department in an electronic format and allows staff to review plans electronically. It provides plan processing efficiencies and gives customers a choice in the way they submit their plans.

Budget Dollars at Work: Performance Expectations

Goal 1: Protect the public's health, safety and welfare

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Customer satisfaction rating on the mapping and construction permit process	76%	84%	80% respond as satisfied or better
2.	Customer satisfaction rating on the discretionary entitlement (public hearing decision) process	70%	81%	80% respond as satisfied or better

Goal 2: Provide quality services at a reasonable cost

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of plan reviews completed in two cycles or	73%	70%	80%
	fewer			
2.	Percent of plan reviews achieved within stakeholder	91%	87% ⁵	80%
	group-established turnaround times			
3.	Percent of development inspections completed within	98%	98%	90%
	next working day of request			

Goal 3: Develop and support the workforce

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of supervisors attending formalized City	68%	86%	85%
	supervisor training within one year of being selected			
	to supervise			

Goal 4: Serve the City by balancing the diverse desires and needs of its stakeholder groups

	• •••••••••••	2200000 02 200 000	mineriorator group
Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
Percent of Code Violation cases investigated within 180 days			
 Building/Housing/Noise 	90%	N/A^6	90%
 Land Development/Zoning 	80%	N/A^2	90%
2. Customers surveyed rating DSD services as			
satisfactory or higher	7.60/	010/7	0.00/
Ministerial Reviews	76%	$81\%^{7}$ $72\%^{8}$	80%
 Discretionary Reviews 	70%	12%	80%

Goal 5: Ensure the financial health of the Department

Baseline FY2007	Actual FY2008	Target FY2009
1% of projected annual	-5.09% ⁹	2-7% of projected annual expenses
	FY2007 1% of projected	FY2007 1% of projected annual FY2008 -5.09%9

⁵ Turnaround times vary based on project type, size, and complexity. Established ranges are from 1-45 business days per review cycle. Typical turnaround time goals are 21 business days for first review cycle and 14 days for subsequent review of submitted projects.

6 Statistics for these measures are still being compiled and were unavailable at the time of printing. Statistics related to this

measure are expected to be available in October 2008.

⁷ Includes building permit, grading permit, public right-of-way permit, and other construction-level permit reviews. This is a staff-level review for compliance with regulations, no public review or public hearings are involved.

⁸ Includes community plan amendments, rezoning actions, development permits, conditional use permits, and other conceptual reviews. Public notice and review is involved, decisions are subject to California Environmental Quality Act, and most decisions involve public hearings with the ability to appeal the initial decision.

⁹ Due to the increases in employee's fringe rates and the downturn of the economy, DSD has had to fund their operations from their reserve funds. DSD is currently studying their fees and will come forward to Council in Fiscal Year 2009 for a fee adjustment.

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
	Workload	Data			
Number of plan checks performed	70,034	75,906	67,348	64,655	64,655
Valuation of building permits permitted	\$1.96B	\$1.96B	\$1.49B	\$1.43B	\$1.43B
Building permits issued	10,675	10,203	8,568	8,225	8,225
Valuation of public improvements and	\$177.1M	\$176.4M	\$178.8M	\$171.6M	\$171.6M
grading permitted					
Number of inspections performed	142,896	157,535	150,127	144,120	144,120
Number of discretionary project	952	775	512	350	350
applications					
Number of code compliance cases	7,289	7,152	6,091	7,200	7,200
investigated					

Real Estate Assets

Department Description

The Real Estate Assets Department manages the City's real estate portfolio and provides direction in the operations of Concourse and Parking Garages, QUALCOMM Stadium, and PETCO Park. The Real Estate Assets Department has been reorganized to reflect its three main divisions: Acquisition/Disposition, Asset Management, and Corporate Services.

The Acquisition/Disposition Division provides acquisition and relocation services for the City of San Diego including the appraisal and acquisition of sites for public facilities, parks, open space, and right-of-way for the Street Division within General Services. The Division is also charged with cataloging and evaluating City assets to determine which properties are essential for the City's core mission and which can be deemed surplus and made available for disposition. The Division handles the disposition of properties that are determined to be surplus.

The Asset Management Division is responsible for managing the City's diverse real estate portfolio. The Asset Management Division's responsibilities include the administration of over 620 of the City's existing unsubordinated ground leases and over 150 permits, operating agreements, use and occupancy agreements, and sub-leases. Another primary function is the management and administration of the redevelopment of existing leaseholds. The Division handles the negotiation of new leases and permits, renewing expired leases and permits, calculates and implements rental adjustments, and ensures lease compliance.

The Corporate Services Division is tasked with planning, organizing, and executing transactions that support all of the City's facilities needs. The Division works with individual City departments to determine how much space is needed and whether the requirement can be best accommodated through occupancy of City-owned properties, a lease from an outside entity, or the acquisition of a new facility.

The Concourse and Parking Garage special revenue fund provides management for the rental and use of the Community Concourse facilities. In addition, the Department manages the Evan V. Jones Parkade and World Trade Center (WTC) garages in order to provide parking spaces for employees, WTC lessees, and the general public. The Community Concourse is comprised of Golden Hall, Plaza Hall, various conference rooms, box offices, administration offices, and support facilities.

The Department's mission is:

To acquire and manage real estate for the highest public use and benefit, generate revenue through leasing and sales of surplus assets, and maximize the overall financial return of the City's real estate portfolio

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Professionally manage real estate assets

The City has over 600 ground leases that generate over \$70 million in revenue per year. To maximize this income stream, the City's lease portfolio requires expert management to ensure that the leaseholds continue to perform at their highest possible level. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Exercise effective lease administration
- Improve value of assets

Goal 2: Optimize the City's assets

The City owns over 3,800 properties with a total size of approximately 120,000 acres. Among these properties are some surplus properties that do not directly provide value to the City. The surplus properties are put to use either by leasing them to create revenue for the City or by selling them to generate revenue for the Capital Improvement Fund. The money generated by the leasing and sale of the City's real estate is a vital component of the City's budget. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Develop new revenue sources
- Divest of surplus property
- Maximize lease revenue
- Create redevelopment opportunities

Goal 3: Optimize human resources

Management of the City's real estate portfolio requires a staff with high levels of technical competency and professionalism. These skill-sets must be developed and nurtured for the City's real estate portfolio to achieve optimum performance. The Department will move toward accomplishing this goal by focusing on the following objective.

Create a culture of success

Goal 4: Centralize management of the City's workspace resources

The City has over 10,500 employees. The implementation of an effective facility plan can reduce costs and improve efficiency City-wide. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Enhance operational efficiency
- Provide a quality work environment at the best price

Accomplishments

The Real Estate Assets Department has made many changes in the way it conducts its core functions to ensure the City's Real Estate Assets are maintained and managed to the highest standards. The Department's changes resulted in the following improvements:

- The Department was reorganized to align with its core functions: Property acquisition/disposition, asset management, and corporate services.
- An audit was completed of City-owned properties that indicated that out of approximately 3,800 properties only two properties were unaccounted for.
- Total lease revenues were increased by 11 percent to a total of \$71 million.
- The City saved over \$1.2 million per year in rent payments by relocating City departments to City-owned space, and by subleasing or surrendering excess, unneeded space.
- The Department acquired and began implementation of a state-of-the-art software system (REPortfolio) that will replace the Department's antiquated and outdated mainframe-based system.
- The Department began scanning paper files to an electronic format for easier access and improved security.
- The Department acquired 10 properties for City use with a total value of \$7.8 million.
- The Department sold 14 excess properties with a total value of \$23.9 million.
- The Department currently has 19 City-owned, excess properties for sale with an estimated total market value of \$37 million.
- The Seaforth Sportfishing lease was renegotiated so that redevelopment of the leasehold would result in more than \$54 million in revenue which will be generated over a 40 year term.
- Council Policy 700-10 (leasing and sale of City real estate) was redrafted and the Department presented the new Leasing Policy to Council for approval in March 2008.
- New transaction reports for Council were designed to ensure complete disclosure and transparency for property sales and leases.
- The Department completed 32 telecommunication leases for over \$900,000 of annual rent and over \$500,000 of prepaid rent.
- The Department initiated a new streamlined lease approval process for telecommunication tenants which will result in improved service and efficiency.

The Department initiated and completed a global appraisal for agriculture leases which improved its effectiveness in determining rents.

Annually, the parking garages provide parking for more than 1,100 City employees. During the past year, the Concourse has been the site for more than 120 events which include the following:

- Naturalization ceremonies for immigrants becoming United States citizens
- Salvation Army holiday dinners
- Homeless children's Christmas parties
- The California State Bar exams
- The North Park Apostolic Church services
- Various employment job fairs

Budget Dollars at Work: Performance Expectations

Goal 1: Professionally manage real estate

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Amount of revenue collected from leases ¹⁰	N/A	\$73.7M	\$76.6M
2.	Percent of rent reviews initiated on time	N/A	100%	100%
3.	Percent deviation between actual revenues and	N/A	Actuals	up to 10%
	budgeted revenues		exceeded	
			budgeted by	
			1.5%	

Goal 2: Optimize the City's assets

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Amount of revenue from sale of City-owned	N/A	\$24.0M	\$21.0M
	properties			
2.	Number of required appraisals completed	N/A	138	105
3.	Amount of revenue received from telecommunication	N/A	\$2.01M	\$1.87M
	facilities located on City-owned property ¹¹			

Goal 3: Optimize human resources

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of property agents taking professional development courses	N/A	80%	65%
2.	Percent of property agents involved in professional organizations	N/A	56%	65%

Goal 4: Centralize management of the City's workspace resources

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of City-wide facilities assessments completed	N/A	50%	100%

¹⁰ Amount includes all lease revenues collected by Real Estate Assets including General Fund, Enterprise Fund, and Special Revenue Funds. The Real Estate Assets budget only includes certain General Fund Revenue accounts for a projected total of \$40 million in Fiscal Year 2009

11 Amount includes revenue generated from all telecommunication leases, not just General Fund. The Department's budget only

includes certain General Fund revenue accounts.

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Wor	kload Data				
Number of City properties managed	N/A	N/A	N/A	3,817	3,820
Number of leases managed	694	678	680	621	620
Number of leasehold site inspections completed	N/A	N/A	N/A	92	225
annually					
Number of lease rent adjustments commenced	N/A	N/A	N/A	111	140
Amount of revenue collected from Concourse and	N/A	N/A	\$3.18M	\$3.65M	\$3.32M
Parking Garage operations					

COMMUNITY & LEGISLATIVE SERVICES

The mission of the Community & Legislative Services group is to provide leadership in policy formulation, support transparent communication, build and maintain relationships with the communities of San Diego, enhance economic prosperity, and vitalize the City by supporting the region's cultural assets. The Community & Legislative Services, Commission for Arts and Culture, and Special Events departments form the Community & Legislative Services group.



Community & Legislative Services

Department Description

The Community and Legislative Services Department includes the offices of Policy, Communications and Press, CityTV, Council Affairs, Intergovernmental Relations (IRD), Appointments to Boards and Commissions, Community Outreach, Protocol, Management and Administration.

The Policy office assists the Mayor in formulating and carrying out public policy decisions within the City. In doing so, the office interacts with the City Council, Independent Budget Analyst (IBA), City Attorney, and other public stakeholders. The Office implements the Mayor's policy priorities for the benefit of the City and its residents. The office includes Bi-National Affairs and Intergovernmental Relations, described below.

The Communications and Press office maintains open and transparent communication between the City, its residents, and the media on behalf of the Mayor. The office proactively provides information regarding the Mayor's policies and initiatives, department operations, and other City information, along with responding to media requests regarding City government. The office establishes City-wide communication policies, provides oversight of public information efforts, and facilitates internal communication to City employees, including managing the City's internal website.

CityTV is the City government's cable access television. CityTV provides live televised coverage of press conferences, City Council proceedings, and other public meetings. CityTV also produces a large variety of original programming including public service announcements, community forums, special event coverage, and documentaries on important issues.

The Council Affairs office facilitates the preparation, internal review and docketing of Requests for Council Action on behalf of City staff. Primary activities include staff training, document management and review, and agenda planning and coordination with the office of the Council President and City Clerk. Council Affairs also serves as the liaison to the City Council and Office of the Independent Budget Analyst to answer questions, respond to requests and resolve issues associated with actions proposed for City Council consideration or items under the purview of the Mayor.

The Intergovernmental Relations section (IRD), including Bi-National Affairs, secures passage of federal and state funding and legislative measures that enhance the City's capacity to provide essential community services and supports measures that broaden or protect the City's legal authority in land use planning, taxation, and employee policies. The office also opposes measures that decrease the City's legal authority to provide essential services or reduce revenue sources required to maintain services or mandate additional costs on the City without providing reimbursement. IRD assists City officials in negotiations with other governmental entities and helps identify and pursue grant funds to assist programs conducted by the City.

The Appointments to Boards and Commissions office is responsible for directing appointments to City boards and commissions and related policy initiatives. This office assists the Mayor by managing the identification, recruitment, vetting, nomination, and confirmation of applicants for public appointment. The office manages appointee relations, the establishment of new committees or boards, special projects and any required procedural, Municipal Code, City Charter, and by-law modifications.

The Community Outreach office directs the Mayor's community outreach strategy, staff and operations. The office assists the Mayor in establishing and maintaining community relations through constituent engagement, community networking, and coalition building.

The Protocol office manages visits to the Mayor by high-level dignitaries, diplomats, government officials, and celebrities. The office also manages consular relations and military/protocol relations, oversees protocol

responsibilities at the State of the City address, and serves as liaison with the International Affairs Board, Sister Cities, and other local organizations.

The Management section of this department provides oversight of and direction to the various offices within Community & Legislative Services. The Administration section provides for general office management, including the supplies and services in support of the other offices within the Community & Legislative Services Department.

The Department's mission is:

To support the City's mission by providing leadership in policy formulation; supporting transparent communication; coordinating with other elected officials, local leaders, and foreign dignitaries; and maintaining relationships with the communities of San Diego

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Communicate effectively with the citizens of the City

The Department will move toward accomplishing this goal by focusing on the following objectives.

Train staff on effective communications with their employees, the City Council, and the public

Goal 2: Provide operations staff the necessary policy and communications support to meet their key operational goals

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Develop a method to understand and track the status of key operational goals
- Improve support for Operations staff in meeting their key operational goals
- Support effective communication and collaboration between Policy, Press and Operations staff

Goal 3: Provide operations staff the knowledge and tools to develop, coordinate, present, defend and effectively implement new policies

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Identify long-range policy goals
- Determine the due diligence that will be required to make a decision—identify the decision making framework
- Provide tools and knowledge for Operations staff to effectively coordinate policy decision making
- Effectively involve stakeholders in policy activities to allow for ease of implementation

Goal 4: Coordinate effectively with other governmental entities

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Prepare proactively and effectively for community liaison events
- Support effective communication and collaboration between Public Information Officers and Press staff

Accomplishments

The Policy office works to promote and solve issues facing the City, ranging from environmental, to societal to financial. The major accomplishments for the Policy office include City Charter Amendments for Managed Competition, tighter financial structure and Strong Mayor. In addition, the office accomplishments include the voluntary recycling ordinance, liaison with Securities and Exchange Commission (SEC) Independent Consultant, water and waster water policy initiatives, and labor consultation.

The Communications and Press office conducted press conferences to maintain and open and transparent dialogue between the City, its residents, and the media on behalf of the Mayor. The CityTV office covered public meetings for live television, as well as covered news conferences for the Mayor and other officials.

In the past year, the Council Affairs office began implementation of a more collaborative and expeditious process for the preparation of Requests for Council Action. The Department is working with the Office of the City Clerk to design and implement an electronic docketing and agenda management system with a goal to have the Request for Council Action process occur online Citywide during Fiscal Year 2008.

At the federal level the Intergovernmental Relations Department (IRD) facilitated three City trips to Washington D.C. to meet with numerous federal officials including Congressional leadership and the President. Intergovernmental Relations supported the Mayor in successfully lobbying the Department of Homeland Security to increase the City's funding amount via the Homeland Security Urban Area Security Initiative and successfully sponsored funding requests for transportation and public safety projects. At the state level in Fiscal Year 2008, IRD made multiple trips to Sacramento ensuring the success of legislative and budgetary decisions. The Mayor and IRD staff met with the Governor and with legislative leadership in both the Assembly and Senate to promote the City's legislative agenda as well as provide testimony before the California Transportation Commission in support of millions of dollars in transportation funding for the region.

The Appointments to Boards and Commissions office has worked to streamline the appointment process and fill open seats on boards and commissions. The Community Outreach office has worked to gain a greater perspective on community needs. This office has met extensively with residents at a number of dialogues, community forums and other community events.

The Office of Protocol managed visits to the Mayor by high-level dignitaries, diplomats, and domestic/international military and government officials. Protocol staff attended board meetings as a City representative of the Japan Society, Sister Cities, International Affairs Board, Consular Corps, San Diego Military Affairs Council, and San Diego World Trade Center.

In addition to the office specific accomplishments above, the Community & Legislative Services Department responded to two major City emergencies during the early part of Fiscal Year 2008 – the Mount Soledad landslide that occurred on October 3, 2007 and the wildfires that began on October 21, 2007.

The Community & Legislative Services Department's response to the Mount Soledad landslide was swift and complete. News media were immediately provided access to City leaders and staff experts including the geologists who had been monitoring conditions in advance of the unexpected catastrophic failure along the ancient landslide area. The Department fulfilled the Public Records Act requests related to this incident by collecting and providing copies of the vast number of materials related to the City's activities in the landslide area. Community & Legislative Services has also continued to provide regular communication about the status of the stabilization and rebuilding efforts underway along Mount Soledad Road.

During the wildfire disaster, the Community & Legislative Services Department quickly became engaged. The Communications office offered the media and the public timely and accurate information beginning immediately via press releases, the City's website and regular updates by the Mayor from various locations during the disaster. Upon establishing QUALCOMM Stadium as a City-run mega emergency evacuation shelter, department staff took the lead in setting up the shelter and providing essentials to those temporarily housed there. Community & Legislative Services staff partnered with other City staff to organize and amass the resources at a Local Assistance Center to help impacted citizens begin the process of recovering and rebuilding. Other Department staff responded to the emergency by working in the Emergency Operations Center at the onset of the wildfires, fielding numerous phone calls from constituents and volunteers requesting information, and reaching out to the affected community members on behalf of the Mayor by being available at QUALCOMM Stadium and the Local Assistance Center.

Budget Dollars at Work: Performance Expectations

Goal 1: Communicate effectively with the citizens of the City

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Results of City-wide survey on effectiveness of	N/A	N/A	TBD
communications			

Goal 2: Provide operations staff the necessary policy and communications support to meet their key operational goals

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Results of survey of internal city stakeholders on	N/A	N/A	TBD
	effectiveness of Policy and Communications in			
	supporting achievement of operational goals			

Goal 3: Provide operations staff the knowledge and tools to develop, coordinate, present, defend and effectively implement new policies

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Results of survey of internal city stakeholders on effectiveness of Policy and Communications in		N/A	TBD
supporting policy formulation and implementation			

Goal 4: Coordinate effectively with other governmental entities

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Appropriation dollars and outside funding received by	\$41M	\$20M	\$45M
	the City of San Diego from governmental entities			
2.	Regional dollars lobbied for and received which	\$665M	\$425M	\$500M
	directly benefit the City of San Diego			

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Siz	zing Data				
Number of boards and commissions	42	43	43	45	46
Number of appointments to Boards and	N/A	22	88	255	200
Commissions					
Wor	kload Data				
Number of meetings or events covered by CityTV ¹²	146	256	388	400	400
Number of press conferences held by the Mayor	N/A	70	120	110	120
Number of items docketed for Council	N/A	585	1,195	1,226	1,100
consideration					

¹² The Community & Legislative Services Department was created in December 2005 in anticipation of the change to the Strong Mayor form of government in January 2006. The Fiscal Year 2006 figures reflect only a portion of the year, December 2005 through June 2006, with the exception of CityTV. CityTV was in place previously thus information was available for Fiscal Year 2005 and all of Fiscal Year 2006.

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	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of Council meetings supported	N/A	39	84	70	80
Number of community meetings attended by the	N/A	68	318	424	400
Mayor and/or Department					
Number of protocol visits/meetings	N/A	41	84	73	86
Number of meetings with federal and/or state	N/A	36	53	66	70
officials					
Legislation supported or opposed (e.g., number of	N/A	46	53	59	65
bills, number of resolutions, number of					
appropriations requests)					

Commission for Arts and Culture

Description

The City of San Diego Commission for Arts and Culture (the Commission) was established in 1988 by City Ordinance to serve in an advisory capacity to the Mayor and City Council on promoting, encouraging, and advocating for increased support for the arts and culture organizations of San Diego. The Commission is given the responsibility of making all recommendations pertaining to arts and culture for City funding to the Mayor. It is also the Commission's responsibility to advise on projects and programs designed to promote public art throughout the neighborhoods of the City, to develop policies to involve artists in selected capital improvement projects, and to encourage the private sector to include public art in private development.

The Commission serves as a partner and catalyst for artistic innovation within the community by providing financial support for non-profit arts and cultural organizations to bring together creative forces, inspire patronage, and stimulate artistic appreciation. Through effective public policy, advocacy, strategic partnerships, technical assistance, and funding, the Commission supports innovative arts and cultural programming, neighborhood arts programs, festivals, public art, and cultural tourism, all of which contribute to the quality of life, the economy, and the vibrancy of San Diego.

The Commission's mission is:

To vitalize the City by supporting the region's cultural assets, integrating arts and culture into community life, and showcasing San Diego as an international cultural destination

Goals and Objectives

The following goals and objectives represent the action plan for the Commission.

Goal 1: Efficiently and effectively administer the arts and culture programs through the work of a high performing team; to serve as a leader in the arts and culture community

It is imperative that all government agencies operate at the highest levels of professional, fiscal, and ethical conduct. The Commission will move toward accomplishing this goal by focusing on the following objectives.

- Complete scope of work guided by a performance-based work plan
- Maintain/increase budget through effective advocacy efforts and strategic public/private partnerships
- Maximize Commissioners' and volunteers' strengths and skills

Goal 2: Maintain a system to conduct effective, accurate internal and external communications and to provide opportunities for critical feedback and data sharing

Maintaining accurate and up-to-date data and effectively sharing that data with staff and constituents is critical for developing a vibrant and competitive arts and culture sector. The Commission will move toward accomplishing this goal by focusing on the following objectives.

- Ensure Commission staff has the knowledge and tools to provide state-of-the art technical assistance to its constituents
- Ensure Commission staff, contractors, and partners effectively uses all available technologies to improve data collection and communication

Goal 3: Advance the development of arts and culture activity in San Diego by administering the allocation of public funds for program and services to broad-based sectors of the San Diego community

Tourism is the third largest industry in the City of San Diego, and one of the major draws for tourists is arts and culture. It is imperative, therefore, that the City do all it can to develop arts and cultural activities. The Commission will move toward accomplishing this goal by focusing on the following objectives.

- Partner with other California arts funders to implement a universal on-line application system that its contractors can use to more easily leverage additional resources
- Develop improved resources for applicants that will strengthen the capacity of current contractors and encourage applications from underserved parts of the City

Goal 4: Increase support for and realize public art projects in public and private development through efficient and effective policymaking and administration

The design and installation of artworks in the public realm offsets the City's increasing urbanization, provides opportunities for artists, and positions San Diego as an innovative and attractive cultural center. The Commission will move toward accomplishing this goal by focusing on the following objective.

• Engage in efficient and effective policymaking and administration

Goal 5: Expand access to the arts to broad-based sectors of the community through innovative partnerships, resource sharing opportunities, and the seeding of new initiatives

The City is committed to serving the full diversity of its citizens and visitors, and the arts and culture sector can play a critical role in increasing access to services. The Commission will move toward accomplishing this goal by focusing on the following objectives.

- Provide a leadership role in developing and implementing strategic public/private partnerships
- Develop policies and procedures that focus on expanding access to arts and cultural programming while abiding by the constraints required of Transient Occupancy Tax (TOT)-funded programs

Accomplishments

The Commission's programs support 118 San Diego non-profit organizations. In Fiscal Year 2007, the Organizational Support Program (OSP) contributed to \$148 million in direct expenditures to the local economy, created 6,778 jobs, and attracted two million out-of-town visitors. These organizations represent annual operating incomes ranging from \$11,000 to more than \$18 million. Additionally, 14,100 volunteers and 1,274 volunteer board members donated time and talent to these organizations, using the City's support to leverage additional funding in contributed and earned income.

The impact of these 80 OSP arts and culture organizations extends beyond the number of tickets sold. Educational and outreach directives within the Commission's funding guidelines encourage these organizations to convey their value to San Diego's youth. These efforts resulted in arts and culture organizations visiting schools over 951 times, community sites 718 times, and 2,059 visits by schools or community groups to arts and culture organizations. In addition to selling 2.8 million admissions, OSP arts and culture organizations provided over 1.7 million admissions free of charge.

In Fiscal Year 2008, the Commission administered the 2004 Public Art Master Plan, Council Policy 900-11 (2 percent for public art in public projects) and Ordinance 19280 (1 percent for public art in private projects). The Commission also continued to manage twelve active contracts with individual artists and added three new public artworks to the City's public art collection. The Commission contracted with a consultant to assist the Public Art Program in the development of guidelines and handbooks.

The Commission also continued to manage the City's art collection. Most recently, Commission staff conducted a conservation survey of the art collection to identify artworks in need of conservation treatment and received a \$35,000 grant from the National Endowment for the Arts for the conservation of selected early California paintings within the City's collection. In addition, Commission staff oversaw the restoration of three public artworks. The Commission also partnered with Caltrans to develop and administer a special public art project on SR-94 commemorating Martin Luther King, Jr., and is managing an artist contract for the Serra Mesa-Kearny Mesa Branch library with grant funds from the First 5 Commission of San Diego. The Commission also partnered with Centre City Development Corporation to develop and administer a public art project for the Bayside Fire Station.

The Commission continues to evaluate the effectiveness of its cultural tourism strategies in order to strengthen visitor participation in San Diego's cultural amenities. Moreover, it has renewed the partnership with the Convention

and Visitors Bureau and its cultural tourism marketing program, $San\ Diego\ Art + Sol$. The partnership is critical as cultural tourism is a particularly lucrative and growing niche within the larger tourism industry. Cultural tourists represent those travelers who visit a location primarily to experience art and cultural sites and events. Cultural tourists generally stay in hotels, visit for a longer period of time, and spend more discretionary income than other tourists. A one-day stay of two million cultural tourists visiting the organizations funded by the Commission had an estimated \$492 million impact on the local economy.

The Commission continues to re-engineer its contracting processes and data management practices, converting older paper forms to electronic versions, and upgrading key data management systems. Options for online applications, as well as sophisticated organizational data and public art collection management tools, are currently being developed.

Budget Dollars at Work: Performance Expectations

Goal 1: Efficiently and effectively administer the arts and culture programs

		1 0			
	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009	
1.	Percent of tasks appearing in performance-based workplan that are completed on time	90%	95%	95%	
2.	Number of strategic public/private partnerships maintained	20	20	20	
3.	Number of volunteers utilized	73	73	73	

Goal 2: Maintain a system to conduct effective and accurate internal and external communications and to provide opportunities for critical feedback and data sharing

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Contractor satisfaction rating on the Commission's responsiveness of staff as "very good" or "excellent"	93%	95%	95%

Goal 3: Advance the development of arts and culture activity in San Diego

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Contractor satisfaction rating on Commission's overall performance	95%	95%	95%
2.	Percentage of Organizational Support Program applicants that use the universal on-line application system	N/A	50%	80%

Goal 4: Increase support for and realize public art projects in public and private development

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of recommendations in the 2004 Public Art	36	40	44
	Master Plan implemented			
2.	Percent of funds for administration and maintenance	N/A	0	100% - Pending
	deposited into Public Art Fund as required by			City's return to
	Council Policy 900-11			the bond market
3.	Number of public art projects undertaken by private	1	1	4
	developments that are overseen by the Commission			

Goal 5: Expand access to the arts to broad-based sectors of the community

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
Number of technical assistance and community	6	7	8
partnership workshops conducted			

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Si	zing Data				
Number of individual pieces of artwork owned by the City of San Diego which the Commission voluntarily monitors	1,136	1,144	1,144	1,144	1,165
	kload Data				
Number of arts and culture organizations in the Organizational Support Program (OSP) for which the Commission administers application and review processes	91	85	86	79	80
Number of arts and culture organizations in the Creative Communities San Diego Program for which the Commission administers application and review processes	49	45	43	46	48
Number of active contracts with arts and culture organizations managed by the Commission	132	124	123	125	123
Number of active contracts with artists managed by the Commission	13	14	12	10	13
Number of State, federal, and private grant applications submitted	6	2	3	3	3
Number of Commission meetings, committee meetings, community workshops, technical assistance, and panel meetings held	64	52	71	70	70

Special Events

Department Description

The Office of Special Events is responsible for the overall management of events that take place on public property. It supports the significant role that events play in the development of San Diego's economic prosperity and enhancement of civic pride.

Representatives from the Office of Special Events work collaboratively with special event, business, and visitor industries, along with residential leadership from throughout the community, to facilitate events that provide unique and memorable experiences for residents and visitors while ensuring public safety and reducing risk to the City of San Diego.

The leadership the Office of Special Events provides to the City-wide Special Events Management Team is crucial. This team is comprised of representatives from more than sixty city, county, State, and federal governmental agencies involved in the recruitment, planning, permit review, and on-site management of special events.

The Office of Special Events also works with the tourist industry to coordinate the development of bid proposals to bring major events and conventions to San Diego, and serves as a liaison to these events once they have been secured.

The Department's mission is:

To enhance the vitality, quality, and economic prosperity of San Diego through the support of special events

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Provide leadership and coordination for the management of special events in San Diego

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure a coordinated approach to the planning and on-site management of special events
- Manage internal reviewing authority procedures for the review of special event permit applications

Goal 2: Establish safe and enjoyable venues to support special events in San Diego

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Minimize the City of San Diego's exposure to risk as it relates to special events
- Establish and support the implementation of best practices

Goal 3: Promote and enhance the economic strength of San Diego

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Participate in regional business development and visitor industry initiatives
- Maintain San Diego's national and international reputation as an industry leader in special event management

Goal 4: Utilize information technology (IT) solutions to support internal and external customers

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support internal customers through the development of technology that enables multi-disciplinary and multi-agency online interaction for the review and issuance of special event permits
- Develop an online special event permit application that supports external customer needs and interfaces with the permit application review process

Accomplishments

In Fiscal Year 2008, the Office of Special Events provided management services to an extensive portfolio of national and international level events that took place in San Diego including the Buick Open, Fed Cup, Red Bull Races, Rock 'n' Roll Marathon, U.S. Open, Bio 2008, Comic-Con International, Surf Cup, and the Poinsettia and Holiday Bowls. Additionally, the Office of Special Events provided permitting, technical support, or promotional services to 1,700 community and major civic events attended by 10 million people.

Working collaboratively with the San Diego Business Improvement District Council, the Office of Special Events oversees the fundraising and management of Balboa Park December Nights, the largest free festival in San Diego. An average of 250,000 people attend San Diego's favorite kick-off to the holiday season which will be one of the signature events featured in the 100th anniversary celebration of the park—Balboa Park 2015.

A number of policies and regulations adopted by the City of San Diego became effective in Fiscal Year 2008 that had an impact on the event industry including new recycling requirements, storm water pollution prevention regulations, and the one-year trial "alcohol ban" for the beach and bay areas. Implementation of these new regulations required extensive outreach to the industry, policy development, and increased the regulatory compliance requirements for event organizers. Additionally, the Office of Special Events played a key role in the management of the Rancho Bernardo Local Assistance Center that was established to serve San Diegans affected by the October 2007 fire storms.

The City of San Diego continues to serve as an industry leader in the management of special events. The impact of the September 11, 2001 terrorist attacks on the World Trade Center has been significant to the special event industry with many agencies and organizations recognizing the potential exposure special events can bring to their municipality. Since 2001, more than 450 municipalities, agencies, and organizations have sought best practices materials and information from the Office of Special Events to use as benchmarks in the establishment of their internal policies and operating practices. The City of San Diego's reputation as a leader in event management complements the economic development and visitor industry initiatives to bring major national and international level events and conventions to San Diego that benefit the regional economy.

Budget Dollars at Work: Performance Expectations

Goal 1: Provide leadership and coordination for the management of special events in San Diego

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of production meetings coordinated with Citywide Team and event organizers	144	171	170
2.	Percent of the special events best practices guide revised	0%	80%	100%

Goal 2: Establish safe and enjoyable venues to support special events in San Diego

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of insurance claims paid exceeding \$1,000	0	0	0
2.	Percent of the special events best practices guide	0%	80%	100%
	completed			

Goal 3: Promote and enhance the economic strength of San Diego

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Annual Transient Occupancy Tax (TOT) revenue generated as a result of events in San Diego	\$1.0M	\$2.5M	\$1.0M
2.	Number of municipalities and agencies seeking San	65	68	70
	Diego's event management model information			

Goal 4: Utilize information technology (IT) solutions to support internal and external customers

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of Special Events Permit System (SEPS) upgrade completed	0	0	100%
2.	Percent of the interactive online special event permit application system implementation completed	0	90%	100%

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Workload Data					
Number of major civic and community events that received permitting, technical, and or promotional assistance	1,600	1,650	1,700	1,750	1,950
Number of attendees at major civic and community events that received support services	9.5M	9.8M	10.0M	10.5M	10.3M
Number of production meetings coordinated with event organizers and City-wide Special Events Team	115	125	168	171	170
Number of public safety, risk prevention, and community service programs or agencies represented on City-wide Special Events Team	57	57	60	60	60

COMMUNITY SERVICES

The mission of the Community Services group is to provide superior customer service and enrichment through libraries, parks and recreational programs, energy conservation, environmental protection, and waste management. The Customer Services, Environmental Services, Library, and Park & Recreation departments form the Community Services group.



Customer Services

Department Description

Fiscal Year 2008 was the first full operational year of the newly-defined comprehensive Customer Services Department. The Department created and deployed Customer Service Initiatives which are programs and City-wide projects designed to improve the quality of services delivered, as well as to support Customer Service's vision of *America's Finest Service for America's Finest City*. The initiatives can be categorized into the following areas: guideline development, training and staff development, feedback and data collection, rewards and recognition, and customer-focused process improvement.

In addition to creating and deploying Customer Service Initiatives, the Department includes three major programs: Community Service Centers, Citizens' Assistance, and City-wide Training. The Community Service Center Program, with its six convenient neighborhood locations, brings public services into the communities by decentralizing many City services and creating local centers where residents can easily obtain City information and services in a convenient location near their homes or businesses. The Citizens' Assistance Program operates the City Information Center in the lobby of City Administration Building; maintains a City-wide employee database and internet information resource database; schedules use of the City Administration Building lobby displays; produces bilingual resource documents; administers the City-wide Route Slip Tracking System for responses to public inquiries, complaints, and service requests directed to the City's legislative officials; and performs as-needed ombudsman services for customers. City-wide Training is responsible for developing, coordinating, and providing training needs across the organization, including: New Employee Orientation, Dimensions in Discipline, Rewards and Recognition, Supervisors' Academy, Customer Service Skills Building, and Customer-focused Culture courses.

During this time period, the Department also served as the centralized volunteer coordination point-of-contact for the City.

The Department's mission is:

To champion excellent customer service for every person every day

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: All departments will have the tools to practice excellent service

The Customer Services Department provides updated resources for employees in departments to use to provide excellent customer service to our citizens. Some of the tools can include training, monthly tips, information resource directories, and frequently asked questions. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure customer satisfaction information is provided to all departments
- Provide customer service perspective for improving our processes as well as the processes of other departments

Goal 2: The City will have a customer-focused culture that is recognized for excellent customer service

We want to be known for providing excellent customer service to our customers and strive to have our customers want to conduct their business with the City of San Diego. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure we are accessible and responsive to leadership and our internal and external customers
- Support a customer-focused workforce that is accountable for their actions
- Heighten awareness of, and set examples regarding the, value of delivering high quality customer service

Goal 3: Our citizens will have easy access to City services

We strive to provide a variety of methods that our customers can use to access our services. The Department will move toward accomplishing this goal by focusing on the following objective.

Ensure our customers are aware of, and have easy access to, all City services

Goal 4: The Customer Services Department will deliver its services in an efficient, effective manner

The Customer Services Department strives for continuous improvement by, evaluating its progress and implementing any changes necessary to achieve continued efficiency and effectiveness. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Realize a positive effect on the organization in customer service programs and activities
- Promote continuous improvement and the use of best business practices in customer service

Accomplishments

In Fiscal Year 2008, Customer Services staff assisted with several emergency operations in the City. First, a landslide occurred on Mount Soledad and staff provided support to the families affected. Second, during the October wildfires, staff provided operational support at the QUALCOMM Stadium Evacuation Center. To support recovery efforts from the fires, staff provided assistance at the Rancho Bernardo Local Assistance Center and opened and staffed an annex to the Local Assistance Center at the Rancho Bernardo Community Service Center.

The Customer Services Department worked closely with the Ken Blanchard Companies to create a customized series of four training classes entitled, "Customer Focused Culture: Creating Legendary Service®." Combined with the existing customer service skills refresher classes, well over 1,000 City employees will attend these training classes during Fiscal Year 2009.

Budget Dollars at Work: Performance Expectations

Goal 1: All departments will have the tools to practice excellent service

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Percent of department directors who are satisfied with the customer service and customer satisfaction information they have received from the Customer Services Department	N/A	90.9%	100%

Goal 2: The City will have a customer-focused culture that is recognized for excellent customer service

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Percent of departments that achieve 4.5 or better on the customer service counter surveys ¹³	85% ¹⁴	83.3%	100%

Goal 3: Our citizens will have easy access to City services

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Number of ways customers can access the Customer Services Department's services	N/A	21	8

¹³Only departments that receive 10 or more surveys are included in this measure.

¹⁴ This baseline consists of 11 of 13 departments

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
2.	Percent of time that initial contact was made with	N/A	89.5%	100%
	customer that generated a route slip			

Goal 4: The Customer Services Department will deliver its services in an efficient, effective manner

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of rounds of the Customer Satisfaction Survey	100%	100%	100%
	where the Customer Services Department achieves a			
	4.5 or better rating			

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005 ¹⁵	Actual FY2006 ³	Actual FY2007	Actual FY2008	Target FY2009
	Sizing Data				
Number of Community Service Centers	11	6	6	6	6
V	orkload Data	a			
Number of customer transactions completed	175,894	102,763	107,147	114,027	110,000
Number of passport applications processed	8,287	3,826	5,349 ¹⁶	9,019	8,000
Number of Business Tax Certificates processed	2,628	1,974	1,839 ⁴	1,892	1,600
Number of persons assisted at the City	N/A	N/A	20,000	$20,000^{17}$	20,000
Information Center					
Number of water/sewer bill payments processed	79,445	49,426	54,575	54,921	54,000
Number of personnel applications received	2,745	1,166	1,135	1,153	1,000
Number of City Hall displays coordinated	45	37	41	68	60
Number of phone inquiries answered	70,979	65,545	32,000	28,460	32,000
Number of training hours conducted	560 ¹⁸	600^{5}	630^{5}	716	440
Number of route slips processed	4,000	4,900	2,062	1,653	2,100
Number of front counter surveys received	N/A	N/A	4,597	3,986	4,000

¹⁵ Prior to Fiscal Year 2007, processes and programs counted may not have been part of the Customer Services Department (first full year of Department was Fiscal Year 2007). In addition, many processes have been streamlined or refined, and the measurement and collection of this data may have changed. Therefore, numbers reported for Fiscal Year 2005 and Fiscal Year 2006 are not always directly comparable to numbers reported in the same categories beginning in Fiscal Year 2007.

¹⁶ Corrected Fiscal Year 2007 actuals

¹⁷ Estimated figure

¹⁸ Citywide Training was not part of the Customer Services Department until Fiscal Year 2008. Staffing of this function also varied before 2008, as did the types of numbers of trainings offered. Therefore training hours prior to Fiscal Year 2008 are not directly comparable to training hours for Fiscal Year 2008 and Fiscal Year 2009.

Environmental Services

Department Description

The Environmental Services Department ensures that all residents of San Diego are provided with a clean, safe, and ecologically-sound environment. The Department pursues waste management strategies that emphasize waste reduction and recycling, composting, and environmentally-sound landfill management to meet the City's long-term disposal needs; oversees the management of the City's energy use and programs, and explores innovative options to increase energy independence; and works to advance more sustainable practices within the City and community.

The Collection Services Division provides weekly residential refuse collection, bi-weekly curbside collection of recyclable commodities and greens materials, and the collection and maintenance of street litter containers in business districts.

The Energy, Sustainability, and Environmental Protection Division provides technical assistance and project implementation for energy conservation and renewable energy, hazardous materials management, under and above ground storage tank engineering, lead and asbestos compliance, hazardous substances enforcement at the Miramar Landfill, household hazardous waste collection, and the San Diego Sustainable Community Program.

The Waste Reduction and Disposal Division provides education and technical assistance to residents and business owners within the City of San Diego on how to recycle and reduce waste, provides opportunities for recycling and reducing solid waste, enforces solid waste codes, and operates a full service landfill for public use.

The Office of the Director facilitates the Department's delivery of quality environmental programs through the provision of administrative and regulatory support.

The Department's mission is:

To provide environmental services to sustain and improve the quality of life in San Diego

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Provide efficient and sustainable solid waste collection and disposal for the City of San Diego

The City of San Diego is responsible for providing solid waste collection services to all eligible residents and small businesses within the City limits. The Miramar Landfill, the only active landfill operated by the City, is projected (at current disposal tonnages) to close in 2012. The Department will move toward accomplishing this goal by focusing on the following objective.

 Evaluate regional options for solid waste management and develop plans to meet the City of San Diego's long-term disposal needs

Goal 2: Maximize recycling in all sectors including construction, commercial, industrial, governmental, and single and multi-family homes

It is a priority to increase the overall recycling and waste diversion and to extend the life of the Miramar Landfill. City ordinances have been approved by the City Council to address diversion of construction and demolition materials, and recycling for commercial including City buildings, multi-family and single family sectors, as well as special events to distribute the responsibility for recycling to all sectors of the community. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Implement the City Recycling Ordinance
- Implement the Construction and Demolition Ordinance

Goal 3: Expand public, private, and community-based partnerships to increase sustainable practices city-wide
The City must pursue activities and programs that protect, restore, and sustain the environment and natural resources. The Department will move toward accomplishing this goal by focusing on the following objective.

 Implement a grant to address challenges and barriers to increasing solar energy in the San Diego region to develop a local model that can be replicated nationwide

Accomplishments

Energy, Sustainability, and Environmental Protection, through a power purchase agreement with a private partner, installed a one megawatt photovoltaic system at the Alvarado Water Treatment Plant that provides 20 percent of its power needs.

The Hazardous Materials Management Program continued its public-private partnerships collecting more than 74,500 gallons of used oil and 14,600 pounds of oil filters at 16 certified used oil collection centers.

The Household Hazardous Waste Transfer Facility, while serving over 8,400 homes, diverted more than 430 tons of hazardous waste from the landfill.

The Miramar Landfill, the first municipally-operated landfill in the nation to earn ISO 14001 certification, achieved recertification for the fifth consecutive year.

Budget Dollars at Work: Performance Expectations

Goal 1: Provide efficient and sustainable solid waste collection and disposal for the City of San Diego

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Customer satisfaction from City-wide survey	N/A	N/A ¹⁹	TBD
2.	Status of ISO 14001 environmental management	Certification	Certification	Maintain
	certification	maintained	maintained	certification
3.	Number of State Minimum Standard Notice of Violations	6^{20}	2	0
	(NOVs) received			
4.	Complaints per 10,000 refuse, recycling, and greenery	11	8	0
	service collection stops			

Goal 2: Maximize recycling in all sectors including construction, commercial, industrial, governmental, special events, and single and multi-family homes

	Baseline	Actual	Target
Performance Measure	FY2007	FY2008	FY2009
1. Diversion rate of recycled materials from disposal	52%	55%	55%

Goal 3: Expand public, private, and community-based partnerships to increase sustainable practices city-wide

_	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
facilities (t	e energy realized through projects at municipal soward City goal of installing five megawatts ble energy sources by 2013)	1.2 megawatts	1.2 megawatts	3.0 megawatts

¹⁹ Resident Satisfaction Survey to be implemented in January 2009

²⁰ Calendar Year 2006

Budget Dollars at Work: Sizing and Workload Data

Budget Bollars at Work. Olzilig and Workload Bata					
	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Wor	kload Data				
Number of refuse collection stops ²¹	16.0M	16.0M	15.8M	15.8M	15.8M
Number of households served with bi-weekly curbside recycling collection ¹	276,000	276,000	254,000	255,000	254,000
Number of energy accounting bills processed	37,230	38,160	37,869	34,800	37,800
Square feet of City buildings inspected for asbestos and lead	166,060	270,196	291,941	290,196	242,732
Number of City staff trainings conducted on hazardous materials management regulations	1,201	2,595	2,205	1,892	2,100
Tons of household hazardous waste collected	517	533	487	532	515
Number of underground storage tanks systems that were certified accordance with State regulations	71	69	67	70	67
Tons of waste received for disposal and diversion at the Miramar Landfill	1.69M	1.6M	1.4M	1.3M	1.4M
Average number of transactions processed daily at the Miramar Landfill fee booth	1,744	1,745	1,608	1,440	1,600
Number of service calls received through the Customer Service Center	340,000	287,000	308,000	291,000	297,000
Tons of material recycled at the Miramar Recycling Center	13,600	14,000	15,500	18,000	16,500
Number of customers served at the Miramar Recycling Center	83,000	99,000	99,000	115,000	115,000
Number of Christmas trees collected and processed into mulch and compost products	141,000	148,000	130,000	140,000	143,000
Tons of curbside recyclables collected	70,000	71,000	80,900	80,000	82,500
Number of illegal dumps removed from 3,000 miles of street and alley rights-of-way	12,300	10,800	12,200	13,000	12,000

⁻

 $^{^{21}}$ Figures differ due to data system refinement during Fiscal Year 2007

Library

Department Description

The San Diego Public Library System serves the residents of the City of San Diego, which encompasses an area of 342 square miles. The Library System consists of the Central Library, 35 branch libraries, and the adult literacy program office (READ/San Diego). The Department serves the educational, cultural, business, and recreational needs of San Diego's diverse communities through its collection of more than 3.4 million books and audio-visual materials, 4,012 periodical subscriptions, 1.6 million government documents, and over 265,000 books in 25 languages other than English. Electronic access is provided to the library catalog and many index and full-text databases in all library facilities and via the Internet.

The Department's mission is:

To inspire lifelong learning through connections to knowledge and each other

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Create inspiring places that are accessible, saf,e and a source of pride

Creating and maintaining facilities that are valued for its accessibility, comfort, and beauty is a high priority for the Department. The Department wants all libraries to have a welcoming environment that encourages use by all members of the community. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Provide an appropriately-sized library system
- Improve library facilities and their accessibility

Goal 2: Effectively manage library collections

Having a well-managed library collection ensures that a diverse range of books and other media are readily available to its patrons. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Assure collection meets the needs of customers
- Improve access to library materials

Goal 3: Provide high quality library programs and services

Providing quality programs and services allows the Library to meet the various needs of its patrons. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Develop and offer programs that address the needs and interests of our community
- Improve the delivery of information and readers advisory services
- Sustain or improve total operating hours

Goal 4: Develop and sustain a thriving library system

Maintaining the necessary funding and resources is essential to operation of a library system capable of supporting one of the largest cities in the United States. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Maintain and expand external revenue sources
- Incorporate state-of-the-art technology to optimize efficiency

Goal 5: Provide a trained, skilled, and responsive workforce

Building and developing a trained and skilled workforce is essential to the success of the Department. Ensuring that its employees are trained and have access to the necessary resources it needs will create a higher performing

organization that operates more efficiently and effectively. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Create a learning organization structure for the Department
- Encourage career development and advancement

Accomplishments

In Fiscal Year 2007, more than 6 million patrons visited City libraries, borrowed over 7.1 million items, used an additional 1.8 million items in libraries, and had over 1.6 million reference questions answered by Library staff. More than 1.6 million customers signed up to use the Internet on a Library workstation and nearly 700,000 online database searches were conducted. Attendance exceeded 218,000 at 7,256 programs offered throughout the library system, including the Chamber Music Series and Film Series at the Central Library, representing a 10 percent increase over the previous fiscal year.

Library fund raising also had a strong year, raising more than \$3 million and exceeding budget targets. New records were set in donations for operations, which increased 14 percent over the previous year. There were also increases to the number of active contributors and Carnegie Society members. These members, who have included the Library in their estate plans, have contributed \$1 million in new bequest gifts during Fiscal Year 2007. Private funding was also secured to provide Sunday hours at three branch libraries and enhance the Summer Reading Program at 13 branch libraries in underserved neighborhoods.

The Library Department made significant technological advances that benefit the public and enhance department efficiencies. The Department successfully migrated from a text-based automated library system to a new web-based, integrated library system that manages acquisitions, cataloging, and circulation functions. *SchoolRooms*, a new online portal for K-12 students that is tied to the State school curriculum, allows students to search interactive media and website materials hand-picked by librarians and educators. San Diego Public Library is one of the first libraries in the country to implement *SchoolRooms* and has become a model program for the State of California. The Library also will have installed 21 of the 40 Express Check machines planned for installation in branch libraries by the end of Fiscal Year 2008. These machines allow adults and children to check out their own materials, which saves them time and frees staff to focus on other more complex customer-related services.

Since 1997, the Library Department will have opened 10 new replacement or expanded facilities. This represents an increase of 126,893 square feet of branch library space in the last 10 years, including the new 16,020 square foot North University Community Branch Library opened in September 2007. In December 2007, construction began on the new Logan Heights Branch Library. Partially funded by a Proposition 14 Grant from the State of California, this new 25,000 square foot facility will replace the current 3,967 square foot facility built in 1927.

The San Diego Public Library System received state and national recognition. The North University Community Branch Library, along with the Nobel Athletic Area and Recreation Center/Gymnasium, received the American Public Works Association (APWA - Chapter) 2007 Project of the Year Award. This project was also designed to meet Leadership in Energy and Environmental Design (LEED)® Silver Certification for sustainable design. Live Homework Help was recognized for outstanding innovation and creativity in partnering and funding. The Wangenheim Room rare book collection loaned items to the San Diego Natural History Museum for the world renowned Dead Sea Scrolls exhibit. The Library Department received the *Award of Excellence for Historic Preservation* from the City's Historical Resources Board for its efforts to preserve, inventory, and catalog a collection of 91,000 documents representing nearly 100 years of San Diego's water history. The Digital Storytelling Station has become a model for the State Library's grant funding of other digital storytelling stations across the state. It was highlighted at the American Library Association Annual Conference in June 2008. Two of the Library team members produced videos entitled, *Refuge Voices* and *Telling the Streets*, which premiered at the Latino Film Festival in March 2008.

Budget Dollars at Work: Performance Expectations

Goal 1: Create inspiring places that are accessible, safe, and a source of pride

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Total operating hours for branches	71,653	73,785	73,785
2.	Total operating hours for the Central Library	2,604	2,604	2,604
3.	Percent of survey respondents who find library facilities	N/A	N/A	90%
	accessible and in satisfactory condition			

Goal 2: Effectively manage library collections

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Circulation per capita	5.44	5.44	5.44
2.	Number of users of the library's website, catalog and	3,646,428	3,529,874	3,900,000
	databases			

Goal 3: Provide high quality library programs and services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Attendance at adult programs	42,454	44,614	44,614 ²²
2.	Attendance at juvenile programs	138,614	144,575	144,575 ²³
3.	Percent of survey respondents who find that Library	N/A	N/A	90%
	programs meet the needs and interests of the community			
4.	Number of juvenile library card holders	100,778	116,616	105,817
5.	Percent of survey respondents who find reference services	N/A	N/A	90%
	provided satisfactory			

Goal 4: Develop and sustain a thriving library system

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Total funds secured (income) for donations and grants	\$1.75M	\$2.02M	\$1.30M
	from non-General Fund sources			
2.	Number of individual contributors	5,246	5,246	5,246
3.	Percent of Express Check plan implemented	4%	26.5%	50%
4.	Percent of items checked out via Express Check machines	N/A	4.80%	40%
5.	Customer satisfaction rating on library technology	N/A	N/A	90%
6.	Percent of hold and overdue notices sent via phone and	24.05%	56.15%	70%
	email			
7.	Percent of renewals automated	53.65%	61.11%	70%

Goal 5: Provide a trained, skilled, and responsive workforce

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Average number of hours of training per employee per	N/A	N/A	4

²² Original target was modified from 40,331 to 44,614 based on City Council's reinstatement of Library staff (12.50 Library Assistant and 3.00 Librarian II full-time equivalent positions) that provides direct service to the public.

²³ Original target was modified from 131,683 to 144,575 based on City Council's reinstatement of Library staff (12.50 Library Assistant and 3.00 Librarian II full-time equivalent positions) that provides direct service to the public.

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
month			

Budget Dollars at Work: Sizing, Workload and Utilization Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009			
	Sizing Data							
Amount of square footage for branches	366,304	382,339	393,105	408,105	408,105			
Amount of square footage for the Central Library	144,524	144,524	144,524	144,524	144,524			
Amount of square footage per capita	0.4	0.4	0.4	0.4	0.4			
Number of public access workstations	584	706	744	824	769			
Number of periodical subscriptions	4,111	4,122	4,012	4,012	4,012			
Number of government documents	1,588,595	1,612,364	1,632,277	1,644,687	1,673,340			
Number of available books in foreign languages	225,373	245,564	264,217	273,268	268,140			
Library materials expenditures per capita ²⁴	\$2.95	\$4.20	\$2.86	\$2.86	\$2.86			
	Workload Data							
Number of library facilities operated	35	35	35	36	36			
Number of reference questions answered	1,803,178	1,694,801	1,643,873	1,648,196	1,514,832			
Number of new books and media added	321,591	270,565	256,952	241,254	244,104			
Number of books and audio-visual items	3,300,086	3,409,831	3,428,594	3,626,002	3,497,500			
maintained								
	Utilization Da							
Number of patron visits	6,435,446	6,017,790	6,040,091	6,234,038	6,062,440			
Number of Central Library visits	629,671	603,229	562,610	563,370	573,860			
Number of registered borrowers served ²⁵	680,936	464,679	437,047	528,855	441,420			
Amount of Central Library circulation	551,363	627,163	698,711	635,198	755,655			
Amount of annual circulation (check-outs)	7,293,262	7,003,040	7,167,104	7,374,378	7,167,104			
Number of patrons signed up to use the Internet on a Library workstation	1,286,856	1,418,525	1,667,308	1,782,612	1,750,675			
Number of online database searches conducted	1,238,343	1,039,144	691,585	821,354	698,500			

The per capita calculation is based on the San Diego population of 1,316,837 million from the San Diego Association of Governments (SANDAG) current estimates (2007) www.sandag.org
 Database purged of inactive borrowers in Fiscal Year 2006

Park and Recreation

Department Description

The Park & Recreation Department provides a multitude of facilities and services for neighborhoods and plays a key role in the quality of life for the community. The Department manages three major elements that contribute to various Mayor and City Council priorities: Parks and Open Space, Recreational Facilities, and Recreational Programs.

Parks and Open Space

There are over 39,000 acres of parks, open space, and aquatic areas available throughout the City. The Department provides a wide variety of opportunities for San Diegans to renew mind, body, and spirit in healthy outdoor settings. Landscaped and natural environments provide valuable opportunities for individuals, families, and groups to enjoy passive and active leisure. Joint-use agreements with schools maximize park use and provide active, programmable sports turf in park-deficient neighborhoods. Open space areas conserve and protect sensitive habitat and cultural history, and provide educational opportunities. There are 48 Maintenance Assessment Districts located throughout the City that provide property owners the opportunity to assess an annual fee in order to pay for landscape enhancements and other improvements, maintenance services, and activities beyond those generally provided by the City.

Recreational Facilities

The Department operates and maintains a large number of recreational facilities. These facilities include recreation centers, playgrounds, senior centers, teen centers, athletic fields, tennis courts, swimming pools, campgrounds, nature and visitor centers, gymnasiums, meeting rooms, weight rooms, historic sites, amphitheaters, skate parks, boat launches, docks, lakes, fishing piers, dog off-leash areas, and more. These facilities bring persons with diverse backgrounds together to enjoy special events, relax, and strengthen neighborhood bonds. The Department also operates several golf complexes and the Mount Hope Cemetery, which provides low-cost burial services.

Recreational Programs

Recreational programs, team sports, and activities help build self-esteem, confidence, social harmony, independent thinking, and self-discipline, while improving overall health, and promoting conflict resolution skills for youths and adults. Programs offered throughout the City include ceramics, learn-to-swim, karate, gymnastics, dance, soccer, basketball, water polo, bird watching, nature walks, golf, day camps, softball, track, archery, holiday parties, cultural events, outdoor movies, senior trips, tiny tot classes, and much more.

The Department's mission is:

To acquire, develop, operate, and maintain a park and recreation system that enriches the quality of life for residents and visitors alike, and preserves it for future generations

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Instill community pride and ownership

It is in the community where the Department must focus a majority of its attention. Ensuring that the community is satisfied with the services it provides is paramount. The Department must improve avenues for community input and feedback in order to produce the most effective and valuable services. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide inviting facilities and faces for the community
- Increase and diversify community involvement
- Improve public awareness of park successes, programs, and activities

Increase volunteerism of children, youths, and young adults in the park system

Goal 2: Invest in environmentally-sensitive programs and practices

It is the Department's duty to ensure that future San Diegans enjoy the rich environment we enjoy today. As a result, the Department strives to take part in environmentally-sensitive practices that promote protection and preservation. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Expand environmentally-sensitive management and maintenance practices
- Protect public lands and utilize best management practices for environmental preservation

Goal 3: Maintain public safety and quality park maintenance

Safety and cleanliness are the two most important and transparent issues that the community has when visiting the park. It is the Department's goal to maintain the City parks' condition through scheduled maintenance and responsive repairs, and create the safest environment for park-goers. The Department will continue to meet this goal by focusing on the following objectives.

- Maintain grounds in good condition
- Maintain facilities in good repair (maintenance and management)
- Work to ensure that the public is safe in parks and surrounding areas

Goal 4: Provide high quality services

In order to keep pace with the demands of the ever-changing community, the Department is committed to enhancing the quality of the services it provides. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Create a culture of high-quality customer service
- Expand the use of service-enhancing technologies

Goal 5: Deliver innovative, responsive programs

With the changing environment and conditions in our diverse City, it is important for the Department to be responsive to the community's needs. Developing community partnerships and a more intimate relationship with the community will assist the Department in becoming more responsive and effective. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Develop recreation programs that are responsive to community needs
- Improve relationships with community service organizations

Goal 6: Develop and retain committed, valued employees

Part of achieving excellence in any organization is the development of its employees. As the Department strives for a more efficient and effective organization, the Department must focus on developing its workforce. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Improve recruiting
- Expand training opportunities for employees

Accomplishments

Therapeutic Recreation Services provided a variety of programs in 2007, such as adaptive sports, fitness, tournaments, specialized day camps, inclusion activities, referrals, and outreach services to more than 50,000 participants. Additionally, two wheelchairs were added to the Power Beach Wheelchair Program prior to the busy summer season.

The Department partnered with the San Diego Unified School District (SDUSD) to offer the Summer Lunch Program at 17 recreation centers throughout the City. The program served 35,000 lunches and 29,000 snacks to children age 2-18 years, living in low income communities.

Balboa Park's West Mesa Canyon Enhancement project substantially decreased the amount of illegal activity on the west side of Balboa Park. Over 400 tons of vegetation was removed to increase visibility, decrease illegal activity, improve the condition of horticultural specimens, and increase the amount of positive recreational use. Because of

this project, the Balboa Park Bridle Trail has seen a significant increase of hikers, joggers, and bikers in an area that had previously been underused and overlooked.

Mission Bay Park staff surveyed all 1,400 Washingtonia robusta palms and a two-year trimming plan was devised. The plan will trim all of the 1,400 palm trees over a two-year period, some of which have not be trimmed in more than 10 years. More than 1,000 trees were trimmed in 2007.

Open Space Division's Brush Management Program funding was increased to allow the Department to increase brush thinning on park property near structures (100 feet) by 300 percent. Staff meeting its goal of 271 acres in June

Golf Operations hosted several major events including the Junior World Golf Championship, Men's and Women's City Amateur Golf Championship, and the highly publicized Buick Invitational PGA Tour Event. In June 2008, the Torrey Pines Golf Course hosted the U.S. Open Golf Tournament. This is the first time in the history of the event that a municipal golf course hosted an event of this magnitude.

Budget Dollars at Work: Performance Expectations

Goal 1: Instill community pride and ownership

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	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Achieve targets for recreation council staffing and recruitment (Year 1: Define targets for recreation council staffing and recruitment)	N/A	N/A	Targets for recreation council staffing and recruitment defined
2.	Number of volunteer hours	174,943	202,657	136,000
3.	Satisfaction with public access to information as determined through a survey	>95%	N/A ²⁶	90% or above
4.	Customer satisfaction with the Park and Recreation system as determined through a survey	>95%	N/A ¹	90% or above
5.	Number of minors engaged as park volunteers	1,425	3,478	1,200

Goal 2: Invest in environmentally-sensitive programs and practices

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	D 4	Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Number of environmentally-sensitive initiatives	N/A	N/A ²⁷	N/A^2
2.	Estimated total training hours on environmentally-	N/A	13,302	7,400
	sensitive practices (e.g., water, IPM, storm water) (FY			
	2008 hours reflect additional training required for			
	renewed storm water permit.)			
3.	Number of regulatory agency violations received by	0	2	0
	Park and Recreation for storm water violations (park			
	personnel violations and park contractor violations)			
4.	Cubic yards of mulch delivered (assists with water	N/A	476	1,000
	conservation and weed control)			
5.	Number of violations (e.g., encroachments on park	N/A	N/A	N/A ¹
	land) identified by Zoning Investigator II work			

²⁶ No survey taken in FY2008

²⁷ Baseline will be determined in FY2009

Goal 3: Maintain public safety and quality park maintenance

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Results of customer survey on overall satisfaction with facilities	97.8%	N/A ¹	90% or above
2.	Compliance with maintenance standards (as determined by an inspection completed quarterly for a representative sample of parks)	N/A	N/A	Develop guidelines for the program
3.	Average time to repair a reported irrigation issue	N/A	Within 7 days	Within 7 days
4.	Results of survey on personal safety perception (based on a scale of 1 to 5, with 1 feeling the safest)	1.95	N/A ¹	2.10

Goal 4: Provide high quality services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Results of customer satisfaction survey on Park and	97.4%	N/A^1	90% or above
	Recreation programs activities			
2.	Percent of recreation centers with high-speed internet	0%	N/A^1	80%
	services			

Goal 5: Deliver innovative, responsive programs

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
Compliance with customer desires for park programs as determined through market assessment (Year 1: Develop market assessment tool and move forward in completing market assessment)	N/A	N/A	 Market assessment tool developed Plan in place for completing market assessment
2. Number of agreements with other community service organizations in place (excludes joint use agreements)	130	44	130

Goal 6: Develop and retain committed, valued employees

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Number of employee training hours	20,000	25,571	18,000

Budget Dollars at Work: Sizing, Workload and Utilization Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009	
Sizing Data						
Acres of developed/undeveloped parks	38,890	38,913	39,314	39,320	39,788	

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Wo	rkload Data				
Acres of park maintained (excludes open space,	2,924	2,952	2,989	TBD^{28}	3,000
regional and aquatic acres)					
Number of open space acres maintained	20,219	20,820	21,318	TBD^3	21,500
Acres of golf courses operated	426	426	426	426	426
Number of golf complexes maintained	3	3	3	3	3
Number of park units managed	N/A	419	421	423	421
Number of dog off leash areas maintained	11	12	13	13	13
Number of playgrounds maintained	N/A	216	221	205	221
Number of recreation centers operated	51	51	52	52	53
Number of swimming pools operated	13	13	13	13	13
Estimated number of annual hours of operation of	113,152	111,696	117,832	124,711	121,472
recreation centers					
Number of acres of City-owned park urban	N/A	N/A	80	271	590
interface thinned annually					
Util	ization Data				
Number of golf rounds played at municipal golf	359,928	369,082	338,900	291,909	298,000
courses					
Number of after school recreation program sites	17	17	17	17	17
Number of youth served in after school programs	95,943	80,837	57,111	88,032	60,000
Number of aquatic users	473,453	333,688	293,300	325,080	260,000

²⁸ Figure will not be available until October 2008. This is part of the general benefit analysis that is developed after year-end closing is completed.

OFFICE OF THE CHIEF FINANCIAL OFFICER

The mission of the Office of the Chief Financial Officer is to provide the City of San Diego with the highest quality public services in the areas of financial management, budgeting, fiscal planning, and financial reporting to ensure financial integrity, maintain public interest, and promote accountability in government. The City Comptroller, City Treasurer, Debt Management, Financial Management, Purchasing & Contracting, and Risk Management departments form the Office of the Chief Financial Officer.



City Comptroller

Department Description

The City Comptroller's Department is divided into three program functions for the City: accounting, reporting, and the design and maintenance of financial systems. These program functions are in alignment with the City's core vision and values and also serve to provide fiscal analysis supporting the City's operational management and legislative functions.

The Department's mission is:

To provide timely and accurate financial information and services to the public, City management, and elected officials in order to effectively manage public resources

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Provide high quality financial reports in a timely manner

The Department will move toward accomplishing this goal by focusing on the following objective.

Continue to develop centralized and standardized processes related to financial reporting

Goal 2: Engage in continuous improvement of the City's internal controls over financial operations

A strong internal control system over financial operations of the City is essential to achieving management's objective of delivering timely, accurate financial information and ensuring compliance with laws, rules, professional standards, and regulations. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Assess material significance of business processes
- Maintain currency of documentation on business processes
- Encourage active participation and ownership of internal control processes

Goal 3: Provide high quality customer service

The Department will move toward accomplishing this goal by focusing on the following objective.

Create and maintain a high level of customer service

Goal 4: Promote employee development

The Department will move toward accomplishing this goal by focusing on the following objective.

Effectively monitor employee performance

Goal 5: Develop and retain a trained and skilled professional workforce

The Department will move toward accomplishing this goal by focusing on the following objective.

Promote training and professional development

Goal 6: Promote the highest ethical standards

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide staff and management training
- Conduct management review of the City's ethical standards with staff

Accomplishments

In addition to providing basic accounting functions, the City Comptroller's Department has completed several significant projects. The recent completion of the City's long overdue 2003, 2004, 2005, and 2006 Comprehensive Annual Financial Reports (CAFRs) has been a major step toward restoring public confidence in the City's financial reporting processes. The implementation of an on-line employee timecard program, E-time, has improved the City's payroll functions. The implementation of self-sealing check technology has created significant cost savings and a more efficient, automated process. This process improvement has also allowed accounts payable staff to refine their overall efficiency and performance leading to improved payment processing time. Additionally, the Comptroller's Department participated in the Mayor's Kroll remediation project and as of the issuance of this document, 76 percent of the identified remediations have been completed. During Fiscal Year 2008, the Comptroller's Department assumed a leadership role over this project and estimates that substantially all remediations will be completed by the end of Fiscal Year 2009.

Budget Dollars at Work: Performance Expectations

Goal 1: Provide high quality financial reports in a timely manner

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	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of post closes booked at the end of the year	500	N/A ²⁹	450
2.	Number of awards/external recognition received such as Government Finance Officers Association (GFOA) Certificate of Achievement	1	N/A ¹	1
3.	Number of months post-close to issue the Comprehensive Annual Financial Report (CAFR)	48	N/A ¹	8
4.	Number of proposed adjusting entries provided by outside auditor	10	N/A ¹	10

Goal 2: Engage in continuous improvement of the City's internal controls over financial operations

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of documented accounting policies and procedures issued as part of the Comptroller's Internal Control Review Project	N/A	0	15
2.	Percent of internal control and policy deficiencies noted in the independent auditor's SAS 61 report that have been corrected through the issuance of revised policies and procedures	N/A	65%	75%
3.	Number of quarterly updates to the City's Audit Committee on the status of the Comptroller's Internal Control Review Project	N/A	2	4
4.	Percent of Kroll report remediations completed	76%	82%	90%
5.	Percent of internal control documentation necessary to ensure internal control compliance with Committee of Sponsoring Organizations (COSO) for the City's OneSD system completed	N/A	0	95%

²⁹ Data not available. In process of compiling FY2008 Comprehensive Annual Financial Report (CAFR).

Goal 3: Provide high quality customer service

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Average turnaround time for processing 1472s	3-5 days	2 days	3 days
2.	Average number of days to pay invoices	3-5 days	3-5 days	3 days
3.	Customer satisfaction rating of the quality of service	N/A	$94\%^{30}$	90% ³¹
	provided			

Goal 4: Promote employee development

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of internal section reviews completed within	N/A	N/A ³²	80%
	one month of target			

Goal 5: Develop and retain a trained and skilled professional workforce

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Percent of employees compliant with Comptroller training policy	N/A	17.5%	90%

Goal 6: Promote the highest ethical standards

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of employees compliant with the City's	80%	100%	90%
policies for ethics training			

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
We	orkload Data	ı			
Number of employee payroll checks processed	N/A	305,000	280,000	275,000	275,000
Number of Comptroller's certificates issued	N/A	955	870	850	825
Number of purchase orders approved	N/A	9,556	8,900	8,200	8,300

^{30 &#}x27;Meets Expectations', 'Exceeds Expectations', 'Neutral'

Meets Expectations' or above; 75% - 'Exceeds Expectations' and above In process of developing processes and guidelines for internal section reviews

City Treasurer

Department Description

The City Treasurer Department is responsible for receipt and custody of all City-wide revenue, including banking, tax administration, collection of delinquent accounts, and accounting for these funds. The City Treasurer is also responsible for the investment of all City operating and capital improvement funds totaling \$1.45 billion, and the reinvestment of debt proceeds of the City and its affiliated agencies totaling an additional \$158 million. In addition, the City Treasurer serves as a member of the Funds Commission and trustee for the SPSP/401(k) Plans. The major divisions of the City Treasurer Department are as follows:

Business and Rental Unit Tax

The Business and Rental Unit Tax Program administers the collection of the City's Business Tax and Rental Unit Business Tax assessments and fees, compliance enforcement, collection of Business Improvement District fees, and maintains the regulatory clearance review data for businesses operating within the City of San Diego.

General Accounting

The General Accounting Program is responsible for collecting fees, fines, permits, taxes, and other payments; processing Transient Occupancy Tax (TOT) returns and remittances; balancing and reporting all daily revenue transactions; accounting for daily cash deposits of City funds in various bank accounts; maintaining records for City investments; and accounting for investments in the Cemetery Perpetuity, Los Penasquitos Preserve and G.E. Peters, Effie Sergeant and Edwin A. Benjamin Memorial Trust Funds.

Investments

In compliance with the City Treasurer's Investment Policy, the Investments Division manages the City's operating, capital improvement, and project financing funds in order to safely preserve principal, provide adequate liquidity, and earn a return comparable to performance benchmarks. The Investments Division manages the reinvestment of additional bond proceeds for the City, City Agencies, and Joint Power Authorities. The Division provides cash management services, including maintenance of banking relationships and reviewing new banking legislation. The Division also assists in the development and implementation of new payment and collection systems for the City, which includes participating in the review, implementation, and monitoring of all electronic banking services, ecommerce systems, and third party payment processing services.

Revenue Audit & Appeals

The Revenue Audit & Appeals Division conducts audits of hotels, lessees, and franchises to ensure revenues due to the City are remitted timely and accurately. The Division also administers appeal hearings conducted by the City Treasurer.

Revenue Collections

The Revenue Collections Division administers the Delinquent Accounts and Parking programs. The Delinquent Accounts Program is responsible for the administration and collection of delinquent accounts referred to the City Treasurer by other City departments and agencies. The Program also represents the City in small claims court actions on delinquent accounts. The Parking Administration section handles parking citation customer service functions, issues residential parking permits, and reviews and processes parking citation appeals. The Parking Meter Operations section collects parking meter revenue and installs and maintains City parking meters. The Consolidated Payments section processes parking citation and delinquent account payments and distributes and reconciles related revenue.

The Department's mission is:

To receive, safeguard, and efficiently manage public funds while providing the highest level of customer service

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Safeguard all City monies through the use of strong internal controls

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Continue to ensure safe and secure working facilities
- Maintain a secure data environment that safeguards information collected by the Department

Goal 2: Engage in continuous improvement to effectively manage resources

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Continuously evaluate business processes to identify areas for improvement
- Utilize technology to continue enhancing the services provided

Goal 3: Stay current and in compliance with laws and regulations that pertain to treasury services

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure compliance with legal and regulatory requirements
- Provide training, educational and networking opportunities to ensure that employees are aware of changes to applicable laws and regulations
- Maintain compliance with internal and external audit reviews

Goal 4: Provide world-class customer service to both internal and external customers

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Assist the public in understanding the services that the Department provides
- Deliver services to customers effectively and efficiently
- Effectively provide accurate and timely information to customers and stakeholders

Goal 5: Foster and promote a supportive, collaborative, and integrated work environment through a trained and skilled workforce

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide necessary equipment, training, and resources to support employees
- Create an environment where employees are celebrated and recognized for outstanding performance

Goal 6: Promote the highest ethical standards and behavior among employees

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Train staff and management on the City's ethical standards
- Management review of standards and ethical practices at regular intervals (staff meetings)

Goal 7: Prudently invest and manage the City's cash investment portfolio pursuant to the State of California Government Code

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Fully comply with the City's Investment Policy
- Preserve principal, ensure liquidity, and achieve a reasonable yield for the City's Pooled Investment Fund
- Annually update the City's Investment Policy to reflect new legislative changes and prudent investment practices

Accomplishments

The City Treasurer Department completed its Banking Services Request for Proposal project in Calendar Year 2007. This effort awarded contracts for core banking, custodial, and electronic direct deposit payroll services. The City will realize a 6.7 percent savings over the life of the five-year contract for core banking services.

Treasury Operations continues to deliver outstanding customer service to its lobby customers. Cashiering accepts all citywide payments (54,274 payments totaling \$1.6 billion) and Business Tax staff assist business and rental tax customers. In Fiscal Year 2007, lobby surveys revealed a 92 percent overall customer service satisfaction rating.

Business and Rental Unit Tax

The Business Tax Program contracted with the Franchise Tax Board to enhance its compliance enforcement efforts. This program will ensure that businesses operating within the City are in compliance with the City's Business Tax regulations.

General Accounting

The City Treasurer Department's General Accounting Program is in the process of implementing City-wide Cash Handling Training. The training will serve to educate staff City-wide on cash handling polices and procedures. The program will improve cash handler skills and knowledge, increase customer awareness and service, increase cash handler accountability, ensure that City assets are safeguarded, and create standardized cash handling practices consistent with recommended best practices.

The General Accounting Program successfully implemented and began overseeing the collection of the new San Diego Tourism Marketing District (TMD) in January 2008.

The General Accounting Program revised the City's bank reconciliation process to accurately and timely reconcile the general ledger to all five bank accounts. This new and improved process completes an essential process improvement recommended by the Kroll Report.

Investments

In June 2007, the liquidity portfolio reported an earned income yield of 5.28 percent, and the core portfolio yielded 4.45 percent, which was 39 basis points higher than its benchmark (Merrill Lynch 1-3 Year Treasury Index).

The Investments Division evaluated and selected an electronic trading platform vendor which will enhance trade execution and transparency to bond transactions. During the annual review and approval of the City Treasurer's Investment Policy, a new investment class, under certificate of deposit, was added. These certificates are issued by various local banks and use a private network to fully insure both principal and interest owed.

Revenue Audit and Appeals

The Revenue Audit and Appeals Division continues to conduct mandatory revenue audits in order to identify deficiencies and maximize recovery. In Fiscal Year 2007, 139 revenue audits (hotels, lessees, business taxes, and franchises) were completed resulting in recoveries of \$2.5 million.

Revenue Collections

The Delinquent Accounts Program maintains a net collection rate of 85 percent on delinquent receivables. Due to the Program's aggressive stance on collections and resulting success, the Program is frequently contacted by other cities for assistance in setting up delinquent account collection programs.

The Downtown Varied Rates/Time limits and Multi-Space Parking Pay Station pilot projects were successfully completed, improving parking space utilization rates and parking meter revenue in test areas, with positive public/customer acceptance. A total of 51 multi-space parking pay stations are in service citywide. Each multi-space pay station replaces six to ten single head parking meters, allows customers a broader range of payment options, including credit cards, and improves the overall aesthetics of city streets and sidewalks. City staff is working with the City's community parking districts to expand the use of this technology.

The Revenue Collections Division replaced the aging parking citation system with a new state-of-the-art system and implemented systems for accepting parking citation and delinquent account payments on-line and via telephone 24/7. The new systems improve reliability, security; and internal controls; reduce credit card payment processing costs; improve security of customer credit card information; and enhance overall customer service.

The Parking Administration section and Delinquent Accounts Program maintained a consistently high 24-month collection rate (82.6 percent) on parking citations. This rate is the third highest collection rate in the country when compared to other parking agencies that participated in a nationwide survey conducted in 2006 by the City of Dallas.

Budget Dollars at Work: Performance Expectations

Goal 1: Safeguard all City monies through the use of strong internal controls

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Average number of days for bank account	N/A	9.5 days	within 45 days
	reconciliations to be completed in adherence with			of month-end
	Kroll Report remediation guidelines			statements
2.	Percent of departments that receive City-wide cash	N/A	N/A	10%
	handling training			
3.	Percent accuracy in daily cashiering balancing of	N/A	100%	100%
	incoming revenue			

Goal 2: Engage in continuous improvement to effectively manage resources

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Number of manual processes transitioned to an electronic platform	N/A	5	1

Goal 3: Stay current and in compliance with laws and regulations that pertain to treasury services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Internal and external audit results in compliance with	unqualified	unqualified	unqualified
	legal and regulatory requirements	opinion	opinion	opinion
		(no negative	(no negative	(no negative
		findings)	findings)	findings)
2.	Results from unscheduled departmental (internal) cash	N/A	N/A	favorable
	counts			
3.	Completion of transient occupancy tax, lease, and	within required	within required	within required
	franchise audits	time frames	time frames	time frames

Goal 4: Provide world-class customer service to both internal and external customers

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Customer survey results of customer service satisfaction	92%	90%	93%

Goal 5: Foster and promote a supportive, collaborative, and integrated work environment through a trained and skilled workforce

93%	90%
	93%

Goal 6: Promote the highest ethical standards and behavior among employees

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of supervisors and managers in compliance with required ethics and harassment trainings	100%	100%	100%
2.	Percent of workforce attending monthly staff meetings where review of ethics standards and guidelines occur	N/A	100%	100%

Goal 7: Prudently invest and manage the City's cash investment portfolio pursuant to the State of California Government Code

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of investments in compliance with the Investment Policy	100%	100%	100%
2.	The number of basis points the Core Portfolio out- performed the Merrill Lynch 1-3 year Treasury Index (on a rolling 3-year calendar basis)	19.0 basis points ³³	25.1 basis points	Merrill Lynch 1-3 year Treasury Index
3.	Receive Council approval of the annually updated Investment Policy	Yes	Yes	Yes

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Amount of City operating and capital improvement funds the department is responsible for investing	\$1.3B	\$1.4B	\$1.8B	\$2.0B	N/A
Amount of debt proceeds the department is responsible for reinvesting	\$124M	\$146M	\$230M	\$431M	N/A
Amount of City-wide revenues deposited and recorded	\$1.6B	\$1.7B	\$1.6B	\$1.5B	\$1.7B
Amount of Business Tax assessments collected	\$13.7M	\$15M	\$13.9M	\$16.8M	\$15.4M
Amount of Business Improvement District assessments	\$1.2M	\$1.3M	\$1.3M	\$1.1M	\$1.3M
Number of new Business Tax applications processed	14,968	15,803	14,424	19,934	17,873
Number of renewals processed	144,403	145,168	147,527	177,793	156,011
Number of Business Tax telephone customers assisted	62,813	61,547	57,339	72,160	63,707
Amount of delinquent account revenue collected for under \$25,000 amounts referred	\$15.1M	\$15.3M	\$13.7M	\$11.5M	\$13M
Amount of delinquent account revenue collected for over \$25,000 amounts referred	\$10.0M	\$33.9M	\$16.5M	\$15.7M	\$10M
Number of delinquent account collections telephone contacts made	237,762	207,557	196,680	177,490	200,000
Number of parking citation payments processed	443,962 (totaling \$20.9M)	365,118 (totaling \$16.7M)	404,692 (totaling \$19.0M)	417,800 (totaling \$19.2M	420,000 (totaling \$19.4M)
Number of parking citation appeals reviewed, processed, and decided	32,985	33,610	27,972	24,624	29,000

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³³ Data as of December 31, 2007

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of parking citation telephone customers assisted	57,169	62,971	56,713	54,257	60,000
Amount of City parking meter revenue collected	\$7.1M	\$6.4M	\$7.4M	\$7.6M	\$7.6M
Weight of City parking meter coin collected	367,290 pounds	364,245 pounds	357,736 pounds	376,970 pounds	340,000 pounds
Amount of Transient Occupancy Tax assessments collected	\$121.6M	\$136.4M	\$153.6M	\$158.5M	\$176M
Number of revenue audits performed	165 (totaling \$1.5M)	118 (totaling \$1.7M)	139 (totaling \$2.5M)	105 (totaling \$1.4M)	130 (totaling \$2.0M)
Amount of interest earnings received on the City's Pooled Investment Portfolio	\$20.6M	\$38.0M	\$66.8M	\$93.2M	N/A

Debt Management

Department Description

Debt Management administers all debt issuances, short-term and long-term, for the City. Debt Management conducts planning, structuring, and issuance activities for short-term and long-term financing to meet the City's cash flow needs and to provide funds for capital projects, equipment, and vehicles. In addition, the Department coordinates the Community Facilities District and 1913/1915 Act Assessment District formation procedures and related conduit bond issuances to fund public infrastructure projects. The Department also monitors outstanding debt issuances for refunding opportunities and performs, coordinates, and monitors certain post-issuance administrative functions. With respect to the latter, Debt Management works with the Office of the City Attorney, outside counsel, and other departments to administer debt service payments, monitor the City's compliance with existing bond covenants, coordinate the filing of annual continuing disclosure reports, and respond to requests for information related to outstanding bonds.

Debt Management also performs financial analysis for the Mayor, City Council, and City departments. The Department works with the Water and Metropolitan Wastewater Departments to develop financial plans and identify infrastructure funding, based on the Water and Metropolitan Wastewater Departments' rate analyses, projections, and federal, State, and local mandates.

Debt Management is organized into the following functions:

Citywide Contractual Services

Citywide Contractual Services provides funds for consulting contracts, including financial advisory and bond counsel contracts and for services relating to a wide range of financing issues.

Enterprise Fund Financing and Administration

Enterprise Fund Financing and Administration coordinates the structuring and issuance of bond financings for City capital projects funded and secured by the City's enterprise funds and performs or coordinates certain post-debt issuance administrative functions, including continuing disclosure annual report filings.

General Fund Financing and Administration

General Fund Financing and Administration coordinates the structuring and issuance of bond financing for City capital projects funded and secured by the City's General Fund and performs or coordinates certain post-debt issuance administrative functions, including continuing disclosure annual report filings.

Special Districts Financing and Administration

Special Districts Financing and Administration coordinates Community Facilities District and 1913/1915 Act Assessment District formation procedures and related bond issuances, and performs or coordinates certain post debt issuance administrative functions, including the calculation and enrollment of special taxes and assessments and continuing disclosure annual report filings.

The Department's mission is:

To provide a comprehensive and innovative debt management administration to meet the financing needs of the City in a cost-effective manner, taking into account City priorities as well as legal, financial, and structuring considerations

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Offer innovative financial products to effectuate the City's capital financing plan

Offering innovative financial products as part of the City's capital plan will enable the City to pay for much needed capital projects. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Implement and execute financings for capital needs on a timely basis
- Ensure financings implemented are cost-effective

Goal 2: Implement the use of best practices

Use of best practices is vital in improving and maintaining the efficiency and effectiveness of any organization. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Maintain efficiency and accuracy of Department operations
- Enhance digital document retention and access capabilities
- Establish and regularly update the City investor web page

Goal 3: Manage post-issuance compliance

Post-issuance compliance is an important process necessary to maintaining the tax exemption of interest on outstanding obligations and in ensuring the City's compliance with federal securities laws. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Optimize returns from bond funds
- Perform regular financial reporting for all stakeholders
- Ensure that the compliance monitoring process is efficient and effective

Goal 4: Adhere to best practices as it relates to disclosure

Enhanced disclosure practices improve the process of providing timely and accurate financial reporting to stakeholders. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objective.

Implement and execute financings that adhere to the City's disclosure practices

Goal 5: Promote the highest ethical standards and behavior among employees

Promote and enforce the City's ethical practices to ensure integrity, accountability, service, team support, openness, and diversity in the Department. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Offer training to management and staff on ethical standards
- Management review of standards and ethical practices with staff on a regular basis

Goal 6: Hire, retain, and develop skilled employees

Developing and retaining a trained and skilled workforce is essential to the success of the Department. Ensuring that its employees are trained and have access to the necessary resources will create a higher performing organization that operates more efficiently and effectively. The Department will move toward enhancing its accomplishment of this goal by focusing on the following objectives.

- Promote and develop excellence and high caliber in the Department
- Ensure knowledge transfer occurs to develop bench strength

Accomplishments

General Fund

A privately-placed Lease-Revenue Note financing for approximately \$108 million was prepared and approved by the City Council in Fiscal Year 2008 to finance the City's deferred maintenance capital improvement projects. The City Attorney has raised some concerns over the legality of the proposed financing structure. The financing will be implemented upon successful resolution of the legal concerns.

Debt Management also completed the private placement of \$135 million of Tax and Revenue Anticipation Notes to fund Fiscal Year 2009 cash flow needs.

Water and Wastewater Enterprises

In February 2008, \$150 million was secured for Water System improvements through an interim private offering to provide for critical capital improvement program funding for Water System Capital Improvements through the end of Fiscal Year 2008. Long term public financing work is in progress for the Wastewater program for implementation in early/mid- 2009.

Debt Management is leading a financing team to sell Water Revenue Bonds in January 2009 via a public offering. This is expected to mark the City's return to the public debt market.

Equipment Vehicle and Financing Program

The lease-purchase of a new fire helicopter in the amount of approximately \$10.6 million (estimated \$15.9 million including financing costs) is scheduled to occur in late summer 2008. Also, the Department facilitated the lease-purchase of motive equipment to meet fleet replacement needs in the amount of approximately \$12 million. The Department continues to coordinate primary funding for the critical OneSD project through the Program.

Special Districts

Four million dollars in Community Facilities District No. 3 (Liberty Station) Special Tax Bonds, Series A of 2008 were issued in Fiscal Year 2008 to provide funding for the park improvement in connection with the Naval Training Center Redevelopment Project. In addition, \$12.4 million in Community Facilities District No. 4 (Black Mountain Ranch Villages) Special Tax Bonds, Series A of 2008 were issued in August 2008 to fund improvements related to the extension of Camino Del Sur. At the request of certain property owners, Debt Management also facilitated the formation and enactment of the La Jolla Mesa Vista Underground Utility Assessment District to assist property owners in undergrounding their utilities. A one-time assessment was levied on properties within the District, which will be used to finance the undergrounding project in conjunction with the City's Utilities Undergrounding Program.

Other

Debt Management coordinated presentations to the credit rating agencies in April-June 2008 and launched the City's Investor Information Website in May 2008. In addition, a City Council training on Debt Issuance and Administration was conducted jointly by Debt Management, the City Attorney's Office, and bond counsel in September 2007, Debt Management also coordinated a January 2008 City Council educational workshop on variable rate debt and interest rate swaps. The Department developed a Debt Policy and a Special District Formation and Financing Policy which were approved by City Council in November 2007. The Department continues to monitor the bond covenant compliance status of various bond issuances on a fiscal year basis, and files semi-annual status reports to the Chief Financial Officer (CFO). The Department also continues to monitor the delinquency status for its various special districts and files semi-annual reports to the CFO. In addition, Debt Management prepared and implemented a process for performing Post-Issuance Investment Monitoring of bond proceeds, and developed and implemented a department training policy and guidelines.

Budget Dollars at Work: Performance Expectations

Goal 1: Offer innovative financial products to effectuate the City's capital financing plan

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of City's priority financings completed	N/A ³⁴	100%	100%
2.	Number of new city bond issuances priced no higher than 1% of the average rate achieved by other comparable municipal credits priced in the same time frame	100%	100%	100%

³⁴ Measures were not established in Fiscal Year 2007 to allow for baseline data.

Goal 2: Implement the use of best practices

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Average number of days for the Formal Centralized	N/A	N/A	within 45 days
	Monitoring Program (FCMP) semi-annual compliance			of the end of
	status reports to be completed (to support internal			the reporting
	controls for the City)			period
2.	Percent of debt payments made to bond trustees on	100%	100%	100%
	time			
3.	Percent of digital access for ongoing and future	N/A	100%	100%
	financings			
4.	Percent of the City investor webpage completed ³⁵	N/A	100%	100%

Goal 3: Manage post-issuance compliance

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of bond-related investments which are actively evaluated and re-invested as they come to term	N/A	100%	100%
2.	Percent of continuing disclosure annual reports sent on or before due dates	N/A	0% ³⁶	100%
3.	Average number of days for the Formal Centralized Monitoring Program (FCMP) semi-annual compliance status reports to be completed (to support internal controls for the City)	N/A	N/A	within 45 days of the end of the reporting period

Goal 4: Adhere to best practices as it relates to disclosure

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of primary offering disclosures coordinated by	N/A	100%	100%
	the Department that adhere to Disclosure Practices			
	Working Group (DPWG) Controls and Procedures			

Goal 5: Promote the highest ethical standards and behavior among employees

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Percent of staff attending City-wide training on ethics and general City-wide codes of conduct ³⁷	90%	100%	100%

Goal 6: Hire, retain, and develop skilled employees

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent accomplishment of the Department	N/A	100%	100%
	Professional Development Performance Index (PDPI) ³⁸			
	as established by the Department			

The City's investor webpage was launched on May 12, 2008.
 This result is due to unavailability of the Fiscal Year 2007 Comprehensive Annual Financial Report due in Fiscal Year 2008 for outstanding obligations.

³⁷ Fiscal Year 2007 and actual Fiscal Year 2008 results reflect the hiring of new employees who have not had an opportunity to participate in the City-wide training provided by the City. Debt Management is committed to offering training to all employees in the Department.

The Department established seven training goals, each of which is assigned a Professional Development Performance Index (PDPI) percentage. The total of the indices for all training goals is 100%. The index for each

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009	
Wor	Workload Data					
Dollars administered in outstanding financed	\$2.53B	\$2.58B	\$2.68B	\$2.75B	\$3.01B	
obligations (fiscal year end)						
Funding provided through executed financings for	\$129M	\$277M	\$492M	\$291M	\$520M	
infrastructure, capital projects, essential equipment,						
and working capital						
Number of Community Facilities District and	8,281	8,653	8,759	8,542	8,494	
Assessment District parcels administered						
Value of special taxes and assessments levied	\$16.5M	\$18.0M	\$16.9M	\$17.1M	\$16.7M	

goal is multiplied by the percent completion for that goal, and the cumulative result is the percent accomplishment for the measure.

Financial Management

Department Description

The Financial Management Department provides fiscal services to the Mayor and serves as an internal fiscal consultant to other City departments. Financial Management prepares the proposed and annual budgets in accordance with the City Charter each year. During the fiscal year, Financial Management monitors the City's expenditures and revenue receipts, oversees budget transfers and adjustments, and reviews requests for City Council and Mayoral Actions for both the operating budget and the Capital Improvements Program. In addition, the Department develops and updates the Mayor's Five-Year Financial Outlook.

The Department's mission is:

To develop and monitor the City's annual budget and comprehensive long-range financial forecast through a collective effort; to provide sound fiscal analysis of operating and capital revenues and expenditures; to provide superior customer service; and to adhere to the highest professional standards

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Produce a balanced annual budget

Having a balanced annual budget is mandated by City law. A budget is considered balanced when revenues and expenditures equal one another. The Department will accomplish this goal by focusing on the following objectives.

- Implement a more efficient budget development application
- Publish the City's Proposed and Annual Budget

Goal 2: Provide long-range fiscal planning

The purpose of long-range fiscal planning is to enable effective decision-making and identify the City's future fiscal requirements to support City services. The Department will accomplish this goal by focusing on the following objectives.

- Analyze actual revenue receipts and economic trends to forecast major revenues
- Forecast expenditure trends in City departments

Goal 3: Monitor spending City-wide

Budget monitoring is an essential business practice to identify variances in the spending plan and to control overspending. The Department will accomplish this goal by focusing on the following objective.

Adjust budgets throughout the year to accommodate unforeseen changes in revenues and expenditures

Goal 4: Provide superior customer service

Providing excellent customer service is a goal of every City department whether the customer is a resident, visitor, outside agency, or a City employee from another department. The Department will accomplish this goal by focusing on the following objectives.

- Provide internal training
- Provide accurate and timely fiscal analysis and review and consultation for Council and Mayoral actions

Goal 5: Build a sustainable organization through learning and continuous improvement

A key part of building a sustainable organization is to develop a trained workforce and high performing teams. Over the next one to two years, the Department will accomplish this goal by focusing on the following objective.

Support professional growth and development

Goal 6: Promote the highest ethical standards

Adhering to a stringent ethical standard is the cornerstone of any governmental organization. City residents must be assured that their interests are always the primary concern of department staff. The Department will accomplish this goal by focusing on the following objectives.

- Provide ethics training for management and staff
- Regularly review staff conduct to ensure compliance with the Department's ethics policy

Accomplishments

In Fiscal Year 2008, the Department developed and administered a balanced budget of over \$2.9 billion; the Department oversees administration of the City's Capital Improvement Program as well as the General Fund.

In addition to fulfilling its core responsibility of creating and administrating the City's Proposed and Annual Budgets, the Department established period-to-date budgets for each of the City's departments while benchmarking actual expenditures and revenues. The Department routinely compares actual results to budgeted projections on a quarterly basis. The Financial Management staff subsequently incorporates this data and accompanying relevant analysis into a mid-year report to the City Council along with any recommendations regarding the adjustment of budgetary allocations.

The Department also processes Council and Mayoral actions in order to determine any financial impact to the City. In Fiscal Year 2008, Financial Management staff reviewed over 1,000 actions.

Beginning in Fiscal Year 2007, the Department began developing the Mayor's Five-Year Financial Outlook. The first edition of this report, covering Fiscal Years 2008 through 2012, was issued to the City Council in November 2006; the second edition was delivered in January 2008. The Department will continue to issue yearly updated editions of the Financial Outlook at the beginning of each budget cycle.

Budget Dollars at Work: Performance Expectations

Goal 1: To produce a balanced annual budget

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of General Fund budget adjusted in the May	0.4%	0.4%	<1.0%
	Revise			
2.	Percent of General Fund operating expenditure budget	2.9%	N/A ³⁹	<3.0%
	adjusted through the year			
3.	Percent reduction in staff time required to calculate and	N/A	N/A ⁴⁰	N/A ²
	print the Final Budget with new budgeting system			

Goal 2: To provide long-range fiscal planning

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent variance between projected and annual	0.1%	1.5%	<3%
	budgeted revenue			
2.	Percent of significant expenditures included in the	88.0%	98.7%	100%
	Five-Year Financial Outlook that were also included in			
	the budget			

³⁹ Actual value not available until September 2008

⁴⁰ The new budgeting system is currently being developed and will not be implemented until Fiscal Year 2011

Goal 3: To monitor spending citywide

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent variance between actual General Fund revenue and revised budget at year-end	1.3%	N/A ¹	<3%
2.	Percent variance between actual General Fund expenditures and revised budget at year-end	2.8%	N/A ¹	<3%

Goal 4: To provide superior customer service

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Percent of Council and Mayoral actions reviewed within four days	69.9%	78.1%	80.0%

Goal 5: To build a sustainable organization through learning and continuous improvement

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of staff compliant with the Department's	60%	81%	100%
training policy			

Goal 6: To promote the highest ethical standards

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of management and staff compliant with the	100%	100%	100%
	Department's ethics training policy			
2.	Percent of staff subject to an annual review of ethical	70%	100%	100%
	standards by Department management			
3.	Percent of staff having participated in at least one	70%	100%	100%
	annual internal ethics training session			

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009			
Wo	Workload Data							
Number of Council and Mayoral actions reviewed to assess the financial impact to the City	N/A	N/A	>1,000	1,115	TBD			
Size of budget developed and administered ⁴¹	\$2.6B	\$2.5B	\$2.6B	\$2.9B	\$3.1B			

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⁴¹ Includes the City-wide operating budget and Capital Improvements Program

Purchasing & Contracting

Department Description

The Purchasing & Contracting Department is responsible for the City's centralized procurement and materials management functions to ensure the availability of materials, supplies, equipment, and services to meet the City's capital improvement program and operational needs. The Department manages the awarding of contracts for professional and general services that are necessary to support the City's operational and administrative functions. Multiple teams of procurement professionals carry on the daily operational contracting needs of the organization; maintain the warehousing of essential materials; support mail center operations; and administer internal service level agreements.

The Department's mission is:

To assist City departments and customers in the centralized acquisition of supplies and services

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Procure high quality products and services for the best value

Providing quality products and services allows the Department to meet the various needs of its customers. The Department continues to move toward accomplishing this goal by focusing on the following objectives.

- Standardize Department operations
- Streamline procurement measures
- Implement strategic sourcing
- Improve vendor performance measurement

Goal 2: Effectively manage contracts and related data

Having well-managed contracts, agreements, and supporting documents aid in the effective operation of the Department and the City as a whole. This will result in more efficient and timely receipt of goods and professional services. The Department moves toward accomplishing this goal by focusing on the following objectives.

- Implement integrated technical solutions for comprehensive contract management
- Provide customers with increased outreach on bid opportunities
- Improve staff contract administration training
- Streamline internal customer complaint notification process

Goal 3: Provide excellent customer service

Ensuring that our customers are provided excellent service is paramount to the organization. We must ensure that the Department is able to deliver accurate and timely customer service to enable City employees to perform their jobs more effectively. The Department moves toward accomplishing this goal by focusing on the following objectives.

- Improve guidance and resources available for internal and external customers
- Provide basic customer service training for Department staff
- Enhance departmental teamwork

Goal 4: Pursue continuous workforce learning to ensure critical, high quality skill sets

Developing and retaining a trained and skilled workforce is essential to the success of the Department. Ensuring that our employees are adequately trained, continue to pursue continuous education, and take advantage of development opportunities help create a high performing organization that operates more efficiently and effectively. The Department moves toward accomplishing this goal by focusing on the following objectives.

Participate in professional organizations and regional contracting efforts

- Implement monthly internal professional development training
- Implement team rotations and cross training

Accomplishments

The Purchasing & Contracting Department received the Achievement of Excellence in Procurement Award from the National Purchasing Institute, an award that recognizes organizational excellence in procurement. The Department also received recognition at the 2006 San Diego Earth Awards as an Environmental Partner.

Expansion of the City-wide Procurement Card Program has been completed with the successful migration of a significant volume of essential purchases (\$6.8 million spent volume in Fiscal Year 2007) realized in a more efficient manner.

The Business Process Reengineering (BPR) study for contracts resulted in a newly formed Department of Purchasing & Contracting which consolidated all pre-award contract activities into one department. As a result of the BPR, the City's Central Stores consolidated its warehouse operations and realized a \$1.5 million cost savings in Fiscal Years 2006 and 2007.

The Department has standardized all City construction, professional services, consultant and commodity contracts, and bid documents. Purchasing & Contracting has developed a Request for Proposals team with templates and Citywide procedures for large consultant contracts. The Department has also presented more than fifteen educational sessions regarding Purchasing & Contracting operations to City employees and external customers.

Another significant effort was the implementation of the Living Wage Ordinance on July 1, 2006 for City service contracts. The Department is responsible for the continual monitoring of the City's contracts for compliance with the mandates of the Living Wage Ordinance, and responding to and resolving complaints from employees of contracted firms.

Purchasing & Contracting was able to expedite procurement and contract support during the Mount Soledad landslide and the fire emergencies, supporting rapid response and remediation activities.

Budget Dollars at Work: Performance Expectations

Goal 1: Procure high quality products and services for the best value

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent reduction in pre-award timelines	N/A	N/A ⁴²	10%
2.	Average time from bid opening to construction contract award	N/A	98 days	90 days
3.	Average time from proposal receipt to vendor selection/contract award	N/A	228	120 days
4.	Number of sustained contract protests	0	0	0

Goal 2: Effectively manage contracts and related data

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of contracts included in online document management system	N/A	67%	33%
2.	Average length of time to complete investigations regarding violations of Living Wage Ordinance	N/A	108 days	90 days

⁴² This information was not tracked in Fiscal Year 2008

Goal 3: Provide excellent customer service

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of customer survey results above satisfactory	N/A	N/A ⁴³	90%
2.	Percent of employees receiving customer services	N/A	100%	100%
	training			
3.	Average time to establish purchase order	N/A	7 days	7 days

Goal 4: Pursue continuous workforce learning to ensure critical, high quality skill sets

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Percent of eligible employees with professional certification	20%	57%	50%
2.	Percent of eligible employees participating in professional organizations	N/A	70%	50%

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Siz	zing Data				
Procurement card spend volume	N/A	\$3.5M	\$6.9M	\$15M	\$11M
Number of attendees at "How to Do Business with	N/A	N/A	36	54	64
the City" workshops					
Wor	kload Data				
Number of purchase orders generated	11,853	3,327	8,935	7,814	7,325
Value of purchase orders generated	\$521.0M	\$209.2M	\$439.8M	\$579.5M	\$403.2M
Number of procurement contracts	438	470	530	338	500
Value of procurement contracts	\$57.8M	\$60.2M	\$91.8M	\$75.9M	\$90.0M
Number of construction contracts	88	61	70	71	100
Value of construction contracts	\$94.80M	\$39.80M	\$48.60M	\$210.00M	\$9.09M

⁴³ No customer survey was conducted in Fiscal Year 2008

Risk Management

Department Description

The Risk Management Department manages the City's self-insured Workers' Compensation Programs; coordinates public liability and loss control measures intended to forecast and reduce the City's exposure to risks; administers employee health and safety programs, employee benefits contracts, and programs including employee savings plans, the Long-Term Disability Plan, and the Employee Assistance Program (EAP).

The Department's mission is:

To effectively prevent, control, and minimize the City's financial risk while providing optimum services to the City's employees and the public through the centralized administration of healthcare, safety, loss control, employee benefit, and other risk management programs

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Maintain good stewardship over City finances

In order for the City to operate in the most efficient and effective manner possible, the Department must serve as a good steward of the City's finances. It must promote cost effective strategies and continue to improve accountability within the Department. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Meet reserve policy targets
- Deliver services in a cost-effective manner

Goal 2: Reduce risk and loss exposure

In the past, the City focused on reacting to issues that arose. It is the Department's goal to reduce risk and loss exposure and create a more proactive culture within the City. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote and encourage behaviors that minimize loss
- Promote the importance of employee safety
- Identify and monitor loss metrics

Accomplishments

As a result of recent internal reviews and external operational assessments and rapidly rising workers' compensation costs, Risk Management developed an optimization plan. This plan continues to increase all City departments' awareness of the areas where losses are occurring and where resources should be applied to reduce the volume and subsequent costs of incidents. The Safety and Environmental Health Division is working with City departments to develop aggressive, prevention-oriented programs intended to increase safety awareness and accountability while lowering injury rates and costs. The Workers' Compensation Division has implemented best practices for claims administration, including a Medical Provider Network for the optimal treatment of the City's injured workforce.

Budget Dollars at Work: Performance Expectations

Goal 1: Maintain good stewardship over City finances

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Reserve balances in millions (and percentage of reserve goals) at the beginning and ending of fiscal year for	\$3.0 / 30%	\$3.0 / 30%	\$5.3 / 40%
_	Long Term Disability	DO 1001	***	
2.	Reserve balances in millions (and percentage of reserve goals) at the beginning and ending of fiscal year for Public Liability	\$0 / 0%	\$0 / 0%	\$11.4 / 20%
3.	Reserve balances in millions (and percentage of reserve goals) at the beginning and ending of fiscal year for Workers' Compensation	\$19.3 / 20%	\$19.5 / 20%	\$24.1 / 30%
4.	Percent increase/decrease of largest HMO healthcare premiums from prior year relative to industry trend	Industry trend: 11% increase	9.5% increase	7.4% increase
5.	Ratio of workers' compensation claims by claim representative compared to industry standards	Industry Standard:150%	City: 159%	City: 159%
6.	Ratio of public liability claims by claim representative compared to industry standards	Industry Standard:140%	City: 155%	City: 184%

Goal 2: Reduce risk and loss exposure

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of investigations resulting in Occupational	50%	0%	0%
	Safety and Health Administration (OSHA) citations			
2.	Percent of safety audits (conducted in departments	86%	N/A ⁴⁴	100%
	with the largest workers compensation exposure) found			
	to have implemented best practices for employee			
	safety			
3.	Percent increase/decrease of average 'Recordable	11% decrease	5% increase	10% decrease
	Injury Incident Rate' (injuries requiring medical			
	attention beyond first aid) as compared to prior year			
_	for the seven largest departments ⁴⁵	240/ 1	110/:	100/ 1
4.	Percent increase/decrease of average 'Lost/Rest Rate'	24% decrease	11% increase	10% decrease
	(accident cases per 100 full time employees) as			
	compared to prior year for the seven largest			
	departments	100/ 1	120/ 1	100/ 1
5.	Percent increase/decrease of 'Lost Days' (lost days as a	10% decrease	12% decrease	10% decrease
	result of a work-related injury) as compared to prior			
-	year for the seven largest departments	7% decrease	2% decrease	00/ dagaaaa
6.	Percent increase/decrease of workers compensation claims compared to prior year (as an indicator of safety	/% decrease	2% decrease	8% decrease
	program effectiveness)			
7.	Number of quarterly Safety Performance Reports that	N/A	N/A	4
/.	include statistics for the seven largest departments on	IN/A	IN/A	4
	preventable vehicle accidents (as a first step to			
	initiating a campaign to reduce preventable vehicle			
	accidents)			
8.	Percent increase/decrease of preventable accidents	37% increase	17% decrease	12% decrease

Data available in October 2008
 The seven largest departments are: Police, Fire-Rescue, Water, Metropolitan Wastewater, Environmental Services, General Services, and Park & Recreation.

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
compared to prior year for the seven largest departments			

Dauget Deliais at Work. Olzing and Workload Data					
	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Sizir	Sizing Data				
Number of new employees enrolled in the City's	511	487	479	574	N/A ⁴⁶
benefit programs					
Number of health care programs provided	21	21	21	13	8
Work	load Data	•	•		•
Number of prevention-oriented training sessions	27	25	22	37	22
provided by Risk Management					
Number of safety audits completed	7	7	7	7	7
Number of public liability claims managed	3,026	2,375	2,278	2,482	N/A ²
Number of workers' compensation claims managed	3,863	3,723	3,878	3,879	N/A ²
Number of benefit changes processed by Risk	2,617	2,968	2,264	1,932	N/A ²
Management					
Number of new requests for EAP consultations	323	344	271	272	N/A ²
Number of EAP training sessions (sponsor or	30	32	28	41	28
participant)					

⁴⁶ Cannot accurately set target for data

OFFICE OF ETHICS & INTEGRITY

To strengthen the City's Ethical Climate so that honor is cherished, personal integrity, and ethical courage are the cultural norms, and all employees are supported and encouraged to use their judgment and initiative in the conduct of ethical practices in the workplace.



Office of Ethics & Integrity

Department Description

The Office of Ethics and Integrity (OEI) is composed of five programs: Ethics and Integrity, Diversity Commitment, Human Relations Commission (HRC), Citizens' Review Board on Police Practices (CRB), and Disability Services.

The Ethics and Integrity portion of the Office extends to all employees in departments under the direction of the Mayor and provides leadership and guidance to employees regarding the City's ethics-related rules and regulations. The Office provides ethics training and resources for classified and unclassified staff.

The internally-focused Diversity Commitment supports the creation of an environment where differences are valued and all City employees are productive parts of a high performing team delivering services to the community. Externally, HRC was established to conduct and promote activities that foster mutual respect and understanding, protect basic human and civil rights, and create an atmosphere that promotes amicable relations among all members of the San Diego community.

The CRB seeks to increase public confidence in, and effectiveness of, the San Diego Police Department through review and evaluation of serious complaints, officer-involved shootings, and in-custody deaths.

Disability Services works to ensure that every facility, activity, benefit, program, and service operated or funded by the City is fully accessible to, and usable by, people with disabilities in accordance with the Americans with Disabilities Act (ADA), as well as other federal, State and local access codes and disability rights laws.

The Department's mission is:

To strengthen the City's Ethical Climate so that honor is cherished, personal integrity and ethical courage are the cultural norms, and all employees are supported and encouraged to use their judgment and initiative in the conduct of ethical practices in the workplace

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Increase employee commitment to, and knowledge and awareness of a strong ethical culture

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote and support a strong ethical culture
- Provide appropriate tools to each City department to assist in their exercise of due diligence to prevent and detect misconduct

Goal 2: Ensure credibility and impartiality of civilian oversight of the San Diego Police Department and uphold appeal rights and procedures related to police-regulated occupations and businesses

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Coordinate hearings for police-regulated occupations and businesses
- Raise visibility and awareness of the Citizens' Review Board with the public, city officials, and community organizations

Goal 3: Ensure ADA compliance City-wide and strengthen and enhance trust and credibility between the disability community and the City

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Develop and oversee City-wide ADA projects annually
- Manage and coordinate all disability-related complaints and requests City-wide
- Provide program management on new construction, alteration projects, curb ramps, sidewalks, and signals

Ensure community participation

Goal 4: Develop a culturally competent inclusive leadership and workforce

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support cultural competency and inclusive leadership
- Support accountability for inclusive leadership
- Assist with the reconciliation of diversity-related problems in departments

Goal 5: Promote human and civil rights, cultural proficiency, community connectedness and acceptance of all persons

The Department will move toward accomplishing this goal by focusing on the following objectives.

- Encourage and support relationships between different organizations and sectors (public, private, and community)
- Provide regular, organized information on social justice issues of concern in underserved communities to the Mayor and City Council
- Promote understanding and inclusion, sensitize the community to social justice issues, and enhance civic engagement

Accomplishments

Ethics and Integrity conducted "Fostering and Promoting Open & Honest Communication" ethics training for all unclassified leadership and an Executive Leadership Ethics Roundtable for the Mayor's executive team. In addition, Ethics and Integrity created and distributed the Employee Code of Conduct Handbook, a comprehensive guide to the City's policies and procedures intended to help employees become familiar with the City's ethical framework. Finally, the Office launched the pilot of its online ethics training in Fiscal Year 2008.

The Diversity Commitment was reinvigorated with the inclusion of cultural competence and inclusive leadership on unclassified performance evaluations, the creation of a "train the trainer" facilitator program, and a well-attended special event with anti-racist author Dr. Robert Jensen.

The HRC was actively involved in addressing many arenas in the area of human relations, including healthcare disparities, immigration, hate crimes, and regional human relations issues. After a record turnout at the January 2007 All People's Breakfast, the Commission successfully transitioned responsibility for organizing the event to a community organization.

The CRB continued to focus on training and educational efforts for police officers, board members, and the community at large. This outreach includes targeted recruitment to maintain the diversity of Board membership, informational materials printed in Spanish, and presentations at police lineups.

Successful recruitment of a candidate with significant experience in disability issues and program oversight positioned the Disability Services Program to build momentum as \$10 million was allocated for ADA compliance, up from approximately \$1.1 million the year before.

Budget Dollars at Work: Performance Expectations

Goal 1: Increase employee commitment to, and knowledge and awareness of a strong ethical culture

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of employees who have completed compliance-based ethics training per fiscal year	36	6,824	3,300
2.	Percent of respondents to the Ethics Culture Survey who reported seeking guidance when faced with an	52%	N/A	90%

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
	ethical dilemma			
3.	Average increase in familiarity with ethics-related	N/A	26.4%	30%
	rules and regulations after completion of online		improvement	improvement
	training, based on pre- and post-ethics training			
	evaluations results			

Goal 2: Ensure credibility and impartiality of civilian oversight of the San Diego Police Department and uphold appeal rights and procedures related to police-regulated occupations and businesses

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of complaints in which the Citizens' Review Board on Police Practices renders a decision within 45 days of assignment to Review Team.	N/A	55%	75%
2.	Percent of officer-involved shooting cases in which CRB renders a decision within 60 days of assignment to Review Team	85%	83%	100%
3.	Percent of hearings set within 30 days from the date of receipt of the appeal or from the granting of the hearing	100%	100%	100%

Goal 3: Ensure Americans with Disabilities Act (ADA) compliance City-wide and strengthen and enhance trust and credibility between the disability community and the City

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of curb ramps assessed and placed in Geographic Information Systems (GIS)	N/A	2,227	225
2.	Number of facilities surveyed for compliance with ADA standards	N/A	105	75

Goal 4: Develop a culturally competent inclusive leadership and workforce

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of special diversity events targeted to management employees	1	3	3
2.	Number of special diversity events targeted to the general workforce	1	2	2

Goal 5: Promote human and civil rights, cultural proficiency, community connectedness, and acceptance of all persons

	Performa	nce Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of training sess	sions and community events	24	53	30
	that the Human Relatio	ns Commission initiated or had			
	active involvement				

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Wor	kload Data				112007
Number of staff members who participated in ethics training at Supervisors Academy and Project Management Academy	N/A	125	150	135	175
Number of managers who participated in "Fostering and Promoting Open & Honest Communication" ethics training	N/A	N/A	225	N/A	225
Number of employees trained through ad hoc ethics training sessions	N/A	N/A	120	359	350
Number of staff members who participated in the Diversity Commitment's Diversity University	175	210	165	140	165
Number of staff members who participated in diversity training at Supervisors Academy	100	100	125	135	125
Number of employees trained through ad hoc diversity training sessions	210	200	176	163	150
Number of forums/public hearings that Human Relations Commissioners initiate/support per year	2	2	2	2	2
Number of citizen complaints/inquiries received by the CRB	202	221	293	329	N/A
Number of case reviews conducted by the CRB	80	65	47	40	70
Number of shooting reviews conducted by the CRB	5	6	7	6	6
Number of police-regulated business appeal hearings coordinated by the CRB	15	51	27	14	40
Number of facilities surveyed for ADA compliance	12	10	8	105	75
Number of ADA projects managed annually by Disability Services	17	8	10	40	16
Number of on-site inspections for ADA compliance conducted by Disability Services	150	75	125	126	240
Number of information and research requests received by Disability Services	250	320	400	385	325
Number of special events reviewed for ADA compliance	100	120	150	410	400
Number of ADA complaints received	N/A	N/A	67	114	94
Number of resolved ADA complaints	N/A	N/A	34	46	44

OFFICE OF THE MAYOR AND COO

The mission of the Office of the Mayor and Chief Operating Officer (COO) is to provide a fiscally-sound, effective government that is responsive and dependable; a safe, well-maintained, and healthy environment; and abundant opportunities so residents and visitors can enjoy the highest quality of life. The Administration, Business Office, Labor Relations, and Office of the CIO departments form the Office of the Mayor and COO.



Administration

Department Description

The Administration Department manages two critical City-wide programs: Equal Opportunity Contracting and City-wide Grants & Gifts Administration. It coordinates the appropriate dissemination and ensures timely responses to all Public Records Act requests and Grand Jury reports whose timelines are mandated by law. The Department also manages the review and updating of Administrative Regulations and operational policies and procedures, as well as the City-wide position control and database system.

The Equal Opportunity Contracting Program (EOCP) serves both businesses and the labor market by working to ensure equal access to contracting opportunities with the City of San Diego. Working in partnership with City departments/agencies and other local, State, and federal agencies, the EOCP monitors and enforces equal opportunity and public contracting laws related to the use of construction contractors, consultants, vendors, and suppliers. The Program's purpose is to:

- Ensure compliance with public contracting regulations;
- Enforce federal, State and local equal opportunity laws;
- Provide mentorship opportunities and technical assistance to small and emerging contractors;
- Conduct broad outreach efforts to increase the diversity of the contracting community;
- Develop partnerships with City departments, business associations, and emerging businesses; and
- Respect the diverse interests of its customers and the community.

City-wide Grants & Gift Administration is a concerted effort by the City to establish a centralized, coordinated effort for maximizing its success in obtaining grants and gifts, effectively managing and tracking grants on a City-wide basis and improving its efficiency and effectiveness.

The Department's mission is:

To provide guidance, support, and coordination of administrative and grant activities for the City and its departments and to ensure economic opportunities in public contracting are provided to City residents and businesses through effective policies, procedures, and compliance efforts

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Effectively manage current City-wide policies and procedures

It is imperative that we ensure that City-wide administrative regulations and operational policies are current. These regulations and policies make certain that the City's operations reflect the current business environment. The Department will move toward accomplishing this goal by focusing on the following objective.

Track, review, and publicize City-wide administrative regulations and operational policies

Goal 2: Effectively coordinate City-wide grants and gifts processes

If the City is to move towards financial stability, the Department must ensure that the grant and gift policies are as effective as possible. Creating more awareness of and avenues in applying for grants is very important in a fiscally-constrained city. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Communicate programs and opportunities effectively
- Promote continuous improvement of operations to secure grant funding

Goal 3: Utilize systems and methods for delivering efficient and effective administrative services

In a city government as large as San Diego, we must make certain that all of the parts in the organization are in line. One of the Department's most important goals is to ensure the satisfaction of its customers. The Department will move toward accomplishing this goal by focusing on the following objective.

Provide comprehensive and innovative administrative services

Goal 4: Ensure Public Records Act requests and Grand Jury Reports are responded to as required by law

Staying compliant with federal and State law is another important goal for this department. Now more than ever, it is vital that the City promotes an open and transparent government. The Department will move toward accomplishing this goal by focusing on the following objective.

• Effectively collaborate with City departments, City Council, and the City Attorney to respond to Public Records Act requests and Grand Jury reports

Goal 5: Effectively administer the City's Equal Opportunity Contracting Program

It is important that the City promotes economic opportunities in public contracting for City residents and businesses. Developing effective policies, procedures, and monitoring contractor compliance will ensure an effective EOCP. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure that all who do business with the City comply with federal, State, and local labor laws
- Foster collaborative relationships with the public, contractor organizations and subcontractors, and City staff involved in EOCP activities

Accomplishments

In October 2007, the San Diego region experienced a major fire emergency. The Department established and directed the activities of the City's Fire Recovery Local Assistance Center (LAC) located in Rancho Bernardo. This one-stop assistance center was established to help affected residents rebuild their lives after the devastating wildfires by providing services and support through federal, State, local and nonprofit organizations. As of December 17, 2007, the LAC served over 6,600 clients and by all accounts met or exceeded expectations.

The Department led and completed a business process reengineering study for Grants & Gifts Administration. It also administered the City-wide position control and database system, which was developed to ensure only vacant, authorized, and budgeted positions are filled; tracked and followed up on 135 Administrative Regulations and operational policies; completed 1,170 Request to Fill Vacancy memos; and coordinated the timely submittal of six Grand Jury reports and 148 Public Records Act request responses.

Budget Dollars at Work: Performance Expectations

Goal 1: Effectively manage current City-wide policies and procedures

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of Administrative Regulations made current	N/A	3	95

Goal 2: Effectively coordinate City-wide grants and gifts processes

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of grants applied for (City-wide)	60	68	70
2.	Grant dollars awarded	N/A	\$63M	\$37M

Goal 3: Utilize systems and methods for delivering efficient and effective administrative services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of customers satisfied with the administrative	N/A	N/A	100%
	support provided by the Department			

Goal 4: Ensure Public Records Act requests and Grand Jury reports are responded to as required by law

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of Public Record Act requests filled within	100%	76%	100%
	mandated timeline			
2.	Average response time to Grand Jury report requests	90 days	90 days	90 days

Goal 5: Effectively administer the City's Equal Opportunity Contracting Program

-00	Goal 5. Effectively administer the City's Equal Opportunity Contracting Frogram							
	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009				
1.	Percent compliance with federal, state, and local equal opportunity laws	N/A	N/A	100%				
2.	Percent of prime contractors in compliance with EOCP non-discrimination clause	N/A	N/A	100%				
3.	Percent of sustained complaints of discrimination resolved within 120 day time period	N/A	N/A	100%				
4.	Percent of contract managers and field engineers that received EOCP training	N/A	N/A	100%				
5.	Percent of Final Summary Reports submitted to EOCP on time	N/A	N/A	100%				
6.	Percent of bi-annual reports submitted to City Council on time	N/A	N/A	100%				
7.	Number of findings in annual audits	N/A	N/A	0				
8.	Number of subcontractors identified as possible bidders	N/A	N/A	N/A ⁴⁷				
9.	Percent of contracts in which site visits and audits are completed	N/A	N/A	100%				

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009		
Sizing Data							
Number of Administrative Regulations/operational	N/A	N/A	125	135	135		
policies							
Wor	kload Data						
Number of Grand Jury reports processed	N/A	N/A	6	2	10		
Number of Public Records Act requests processed	N/A	N/A	148	129 ⁴⁸	250		
Number of grants administered	N/A	N/A	110	282	130		
Number of Requests to Fill Vacancies processed	N/A	N/A	1,680	322^{2}	1,700		

 ⁴⁷ Fiscal Year 2009 data will be used as baseline
 ⁴⁸ Based on Fiscal Year 2008, Quarter 4 data only

Business Office

Department Description

The Business Office manages three of the Mayor's top reform initiatives: Business Process Reengineering (BPR), Managed Competition, and the City Management Program (CMP). As such, the Business Office works with all of the Mayoral departments within the City to improve the efficiency and effectiveness of the City's service delivery practices and management structures.

BPR is the redesign of work processes (activities, services, or functions) for substantial improvement. In the City of San Diego, these work processes occur within or between divisions and departments. Reengineering focuses on rethinking from the ground up and finding more efficient ways of working, including eliminating work that is unnecessary.

Managed Competition is a structured and transparent process that allows public sector employees to be openly and fairly compared with independent contractors (normally private sector firms) for the right to deliver services. Competition enables a determination of the most cost-effective and efficient manner for the delivery of City services.

The City Management Program is designed to integrate strategic planning, performance monitoring efforts, and decision-making processes. As a result of the CMP, the City's Fiscal Year 2009 budget includes goals, objectives, and performance measures for each Mayoral department creating more accountability for performance and transparency in government.

The Department's mission is:

To achieve sustainable improvements to the City of San Diego's management structures and practices and the efficiency and effectiveness of service delivery within the City

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Assist City groups in identifying opportunities for improvement and in implementing best business practices and business reform

As the City continues its management reform efforts, we must ensure that all opportunities for improvement are identified and that best business practices are utilized. This goal is vital to the improved efficiency and effectiveness of City services. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support the Mayor's top priorities in management reform
- Prepare employees for managed competition

Goal 2: Improve organizational effectiveness

Improving organizational effectiveness is an important goal in all organizations. In order to be effective, the City must plan, budget, and hold personnel and departments accountable for performance. It is of the utmost importance to continually improve and strive to become the most efficient and effective organization possible. Monitoring whether we are achieving desired outcomes to empower leadership to make the necessary changes to achieve those outcomes is one of the tools we use to do this. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Consistently and reliably achieve results from the BPR program to support continuous improvement in the City
- Institute accountability for performance City-wide

Goal 3: Deliver quality support efficiently and effectively

As the Business Office focuses its efforts on management reform, it is important to recognize the needs of the Department internally. Investing our resources effectively and supporting our employees will ensure a high-performing Business Office team. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Communicate programs and projects effectively
- Invest its resources effectively
- Set Business Office performance standards and evaluate for accountability
- Support training and professional growth to maintain a high-performing team

Accomplishments

Business Process Reengineering

The Business Office has completed 19 BPR studies covering 45 functions, representing significant progress toward the Mayor's goal of reengineering all major City functions to improve the City's efficiency and effectiveness.

In the course of conducting BPR studies, City employees have researched industry benchmarks, conducted internal and external customer surveys, mapped existing processes, and proposed Most Efficient Government Organizations (MEGOs) that streamline processes, deliver better service, and save money. Examples of the results of some BPR studies follow.

- The Engineering and Capital Projects BPR standardized core engineering and management processes and made project delivery methodology more consistent and efficient while improving customer service. The BPR consolidated divisions and centralized engineering functions to enable the elimination of positions at all levels of the organization. Savings were realized from this BPR in Fiscal Year 2008.
- The MWWD BPR/Bid-to-Goal effort consolidated support functions into a single division, streamlined many specific processes to improve efficiency and effectiveness, reduced the number of management and supervisory positions, and modified shifts and schedules to lower overtime and increase efficiency.
- The Grants & Gifts BPR determined that a centralized, coordinated system is critical for maximizing success in obtaining grants and gifts, effectively managing and tracking grants and gifts City-wide, and improving efficiency and effectiveness related to governmental audits. The team also found that the existing processes for grants and gifts were unnecessarily time-consuming and identified many opportunities for improvements including streamlining, instituting tracking systems using technology, and developing the Grants & Gifts Resource Center.

Managed Competition

The voters expressed their enthusiasm for a managed competition program for the City of San Diego through their approval of Proposition C in November 2006. During Fiscal Year 2008, significant progress was made to move the Managed Competition program forward. The *Managed Competition Guide* was developed and meetings were held with labor organizations to get their input on the Guide. A Labor Advisory Committee was established to provide a regular means for receiving input from the City's labor organizations. In addition, the Managed Competition Independent Review Board (MCIRB) was established. The MCIRB reviews proposals received through competitive procurements and advises the Mayor on whether the proposal of City employees or that of an independent contractor will provide services more economically and efficiently while maintaining service quality and protecting the public interest. The Mayor accepts or rejects (in total) the recommendation of the MCIRB. If the recommendation is to secure the services of an outside entity, the recommendation is taken to Council for their acceptance or rejection (in total).

The first step to moving a function into managed competition is to determine whether it is eligible and appropriate for competition. This is done through a pre-competition assessment. The pre-competition assessment evaluates questions such as whether a function is inherently governmental, whether there are legal limitations to competitively sourcing a function, and whether there are opportunities for improved economic advantage. Pre-competition assessments were completed for 16 functions and initiated for another ten functions. Those functions deemed

eligible and appropriate will move from pre-competition assessments into competitive procurement by developing Statements of Work and Requests for Proposals.

City Management Program

Through the City Management Program (CMP), the City has moved toward strategic decision-making by instituting strategic planning and performance management.

As a result of the CMP, the Fiscal Year 2009 budget contains tactical plans and performance measures for the majority of City departments (and all Mayoral departments). A total of 38 tactical plans (for departments or, in the case of General Services, divisions) are currently monitoring their performance as a result of the CMP. A large portion of City employees and stakeholders have been educated on strategic planning and the importance of performance measurement and management. This is quite a significant achievement that is expected to improve the transparency of the City's budget, the ease of communication around budget issues, and internal accountability.

Budget Dollars at Work: Performance Expectations

Goal 1: Assist City groups in identifying opportunities for improvement and in implementing best business practices and business reform

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of major City functions reengineered ⁴⁹	25%	41%	47%

Goal 2: Improve organizational effectiveness

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of Mayoral departments with tactical plans in	N/A	100%	100%
	place and performance data reporting underway			
2.	Frequency with which City Balanced Scorecard is	N/A	N/A	Bi-annually
	updated and made public			
3.	Percent of departments providing departmental	N/A	N/A	100%
	scorecard reports bi-annually			

Goal 3: Deliver quality support efficiently and effectively

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Results of internal stakeholder satisfaction survey	N/A	N/A	TBD

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009		
Workload Data							
Number of BPR studies completed	N/A	N/A	6	13	12		
Number of BPR sessions facilitated	N/A	N/A	N/A	400^{50}	480		
Number of pre-competition assessments completed	N/A	N/A	N/A	24	TBD		
Number of FTEs competed through managed	N/A	N/A	N/A	N/A	TBD		

⁴⁹ The City's major functions have been estimated to include 68 major Mayoral functions. These may not be 100 percent consistent with functions reviewed through reengineering or for competition (e.g., Dead Animal Pick-up is being reviewed for competition, but is not a major function of the City).

⁵⁰ This is an estimate – data will be collected beginning in Fiscal Year 2009.

competition					
Number of City Management Program	N/A	N/A	N/A	25	25
training/information sessions offered					
Number of tactical plan sessions facilitated	N/A	N/A	50^{2}	380^{2}	152
Number of tactical plans completed	N/A	N/A	N/A	38	38

Labor Relations

Department Description

The Labor Relations Department is comprised of the Labor Relations Director, the Labor Relations Deputy Director, three Labor Relations Officers, and one Executive Secretary. This Department supports a workforce of over 10,500 employees.

The Labor Relations Department provides advice and policy direction to the Mayor and management on labor and employment issues such as meet and confer process with labor unions, grievance resolution, disciplinary actions and appeals, leave provisions, federal and State labor laws, and rewards and recognition programs. The Department serves as the primary point of contact for the City's five recognized labor organizations and negotiates on behalf of the City with regard to wages, hours, and terms and conditions of employment. Additionally, the Labor Relations Department delivers training on labor and employment-related matters.

The Department's mission is:

To provide leadership and expertise in complex labor and employment-related matters for the City of San Diego

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Effectively represent the interests of the City in all bargaining matters

Ensure that the City's policy objectives are effectively incorporated into all bargaining matters with each of the City's five recognized bargaining units in order to ensure effective and efficient services for the City while maintaining harmonious relationships with the labor organizations. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Complete negotiations of Memoranda of Understanding (MOUs) by agreed-upon target dates
- Effectively manage the meet and confer process
- Maintain awareness of changes to and trends in labor and employment law

Goal 2: Establish and promote collaborative and effective labor-management relationships in the City

It is important to the Labor Relations Department mission to have open lines of communication with City employees and labor unions in order to effectively represent the interests of the City. Labor Relations is committed to treating all individuals with fairness, dignity, and respect. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote effective dispute resolution
- Foster positive relationships through open communication between unions and management
- Support adherence to labor-related policies and procedures through continued education of employees and supervisors
- Encourage management to use Labor Relations to assist with relevant issues
- Understand the City's operations from the perspective of the employee

Accomplishments

In Fiscal Year 2007, the Labor Relations Department completed contract negotiations for Fiscal Year 2008 with three of the five labor organizations: the International Association of Fire Fighters Local 145 (IAFF Local 145), the

Deputy City Attorney's Association (DCAA), and the Police Officers Association (POA). In preparation of Fiscal Year 2009, staff initiated contract negotiations with the five labor organizations during Fiscal Year 2008.

Labor Relations worked with City departments and labor organizations to successfully implement Business Process Reengineering (BPR) recommendations related to wages, hours, and other terms and conditions of employment. The departments supported by Labor Relations for BPR-related meet and confer in 2008 included: Metropolitan Wastewater, Engineering & Capital Projects, General Services (Fleet Services Division), Fire-Rescue (for Lifeguarding), and Environmental Services (except Collections).

After successfully negotiating the Mayor's ballot measures on managed competition and changes to the retirement system, Labor Relations continues to work with the labor organizations regarding managed competition.

Labor Relations continues to have formal communications with the employees and management on labor and employment policy directives. In addition, Labor Relations provides advice to City departments and management on all issues related to wages, hours, working conditions, and other terms of employment including, but not limited to: Step 5 and Step 6 grievances, long-term disability appeals, industrial leave appeals, trainings, catastrophic leave, Family Medical Leave Act, etc.

Budget Dollars at Work: Performance Expectations

Goal 1: Effectively represent the interests of the City in all bargaining matters

	Goal 1. Effectively represent the interests of the City in an bargaining matters					
	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009		
1.	Percent of Memoranda of Understanding (MOUs) and/or standard operating procedures (SOPs) in place in advance of agreed upon dates	100%	40%	100%		
2.	Percent of meet and confer efforts for which agreements are reached	100%	80%	100%		
3.	Number of Public Employment Relations Board (PERB) charges and/or Meyers-Milias-Brown Act (MMBA)-related lawsuits filed and upheld as a result of meet and confer problems	0	0	0		
4.	Percent of labor- and employment related documents reviewed and, if necessary, updated annually (e.g., Family Medical Leave Act (FMLA) updates, voluntary furlough forms)	100%	100%	100%		

Goal 2: Establish and promote collaborative labor-management relationships in the City

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of Step V grievances resolved within 45 days	100%	100%	100%
	(unless extension agreed upon by both parties)			
2.	Number of Labor Management Committee meetings	12	9	One meeting
	held with POA, AFSCME 127 and MEA			per quarter with
				each union
3.	Percent of unlawful employment practice claims filed	14.29%	0%	0%
	that are upheld (Mayoral departments/Non-Mayoral			
	departments)			

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
	Sizing Data			<u>'</u>	
Number of City employees	11,096	10,859	11,416	10,787	TBD
Number of employees represented by a labor organization	10,352	10,264	10,717	10,107	TBD
Number of labor organizations	5	5	5	5	5
	orkload Da	ta			
Number of MOUs renegotiated	3	3	3	5	TBD ⁵¹
Number of issues requiring meet and confer	N/A	N/A	66	30	TBD^1
Number of meet and confer sessions attended	N/A	N/A	152	159	TBD^1
Number of property rights-related actions or discipline cases advised on or reviewed	87	165	209	244	183
Number of grievances heard	16	16	20	28	21
Number of supervisors/managers trained on labor-related policies and procedures	81	97	96	104	81
Number of hours of training provided to supervisors/managers on effective use of labor management tools and labor issues	648	776	768	832	624
Number of industrial leave, long-term disability and Skelly appeals conducted	16	39	40	24	18
Number of labor and employment-related communications (i.e., phone calls and emails)	N/A	N/A	N/A	15,907 ⁵²	47,721

 $^{^{51}}$ TBD as part of the negotiation or meet and confer process with the labor organizations 52 4^{th} Quarter of Fiscal Year 2008 only – Started tracking March 2008

Office of the CIO

Department Description

The Office of the Chief Information Officer (OCIO) is comprised of the Communications and Information Technology (IT) divisions. The Communications Division provides all wireless communication technologies, engineers, installs, maintains and repairs wireless voice and data communications systems and equipment, and contracts for commercially-provided wireless services. The IT Division is responsible for providing strategic direction, the IT central support organization and IT operational policies and standards; and coordinating major City-wide initiatives including: IT project management, the City's IT budget, City-wide technologies and applications, and the City's website.

The Department's mission is:

To provide responsive and dependable delivery of information and communication technology services to the City organization to support fiscally-sound and effective government

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Effectively manage the delivery of City-wide technology services

Delivering and supporting core technology services is vital to every organization. It provides the workforce with the necessary resources it needs in order for the organization to operate more effectively. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Centralize the IT organization to deliver City-wide core infrastructure services
- Deploy and ensure support of a common infrastructure that meets the organization's business needs
- Forecast and budget to deliver appropriate services

Goal 2: Guide technology decision-making to ensure consistency with the City-wide business direction

The technology investments and commitments made on behalf of the organization must reflect its overall strategic priorities. The governance process supports collaborative decision-making and accountability to prioritize scarce IT resources. Failure to do this process would result in equipment, services, and systems that do not properly support the workforce and that would result in redundancy and lack of interoperability. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Implement effective governance
- Ensure IT investments are aligned with identified business priorities and IT standards

Goal 3: Ensure a skilled workforce that keeps current with evolving business critical technologies

Developing a trained and skilled workforce is essential to the success of the Department. Ensuring that the Department's employees are trained and proficient in the latest technologies and have access to the necessary resources will create a higher performing organization that operates more efficiently and effectively. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote training and development
- Hire and retain highly qualified employees

Goal 4: Provide high quality customer service

Ensuring that the Department's customers are provided excellent service is paramount to the organization as a whole. In order to do so, the OCIO must ensure that the Department is able to deliver the appropriate technology services and resources City employees need in order to perform their jobs effectively. The Department will move toward accomplishing this goal by focusing on the following objectives.

Establish and meet customer expectations in delivering core technology services

 Ensure that all customers have easy access to accurate and timely City information and services via the Internet and Intranet

Accomplishments

During Fiscal Year 2008, the Office of the CIO (OCIO) has forged ahead on two large-scale, critical City-wide IT projects, despite the fiscally-challenging environment faced by the City. Three major components of the Computing Infrastructure Upgrade Project launched in 2006 were completed. More than 7,200 GroupWise email accounts, as well as outdated versions of Microsoft Exchange, were upgraded to Microsoft Exchange 2007. The file and print services previously deployed on dozens of servers located throughout the City were consolidated onto less than a dozen servers, saving energy, licensing, and support costs. Progress continues on the Enterprise Resource Planning (ERP) project, which will replace aging, fractured, and ineffective systems throughout the City. The projects and initiatives undertaken by the Communications Division capitalize on the limited funding available to address the immediate needs of the City's vital Public Safety Communications system. The goal is to ensure a viable, stable system for several years to come. In addition, the Communications Division staff continues to work with a regional task force, spurred by communications challenges experienced during the 2003 wildfires, to improve public safety communications regional interoperability. Notable reforms and projects that are underway or have been implemented by the OCIO include:

Information Technology Reorganization and Alignment

The City implemented a new organizational structure for IT in Fiscal Year 2007. IT infrastructure support functions previously distributed throughout the City were consolidated under the OCIO Central Infrastructure Support Organization. OCIO will continue to focus on implementing operational improvements for the new IT support organization to reduce costs and improve the quality of services.

Public Safety Communications System Upgrades

The Communications Division continues to implement the Public Safety Communications System upgrade. The project includes a major upgrade of radio sites in order to accommodate replacement of the City's microwave and 800 MHz radio infrastructure. Replacement will include all dispatch hardware at the Police Department, Fire-Rescue Department, and General Services Station 38 trunked radio system controller and base stations.

Regional Data Connectivity

Communications Division staff also continues to participate in a regional task force on the Command, Control, and Communications (3C) Project. This project will provide wide-area data connectivity regionally over several counties to facilitate communications among the numerous public safety agencies and jurisdictions that operate within San Diego.

Budget Dollars at Work: Performance Expectations

Goal 1: Effectively manage the delivery of City-wide technology services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of time the messaging infrastructure is up and available	99.5%	99.81	99.5%
2.	Average number of hacker attempts blocked per month	600,000	600,000	750,000
3.	Percent of detected unauthorized intrusion attempts blocked.	N/A	N/A	100%

Goal 2: Guide technology decision-making to ensure consistency with the City-wide business direction

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of completed projects meeting identified	N/A	N/A	75%
	business priorities and IT standards			

Goal 3: Ensure a skilled workforce that keeps current with evolving business critical technologies

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent deviation from planned completion date for	N/A	0%	0%
	developing the IP network fundamentals curriculum			

Goal 4: Provide high quality customer service

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of total busy seconds for voice radio access	N/A	175 seconds ⁵³	No more than 2,000
				seconds/month
2.	Percent increase in website visits	6.5%	6.2%	10%
3.	Percent of Americans with Disabilities Act (ADA) web site assessment project completed	N/A	N/A	100%

Budget Dollars at Work: Sizing and Workload Data

	Actual	Actual	Actual	Actual	Target	
S	FY2005 Sizing Data	FY2006	FY2007	FY2008	FY2009	
Average number of monthly visits to the City's	895,096	1,041,777	1,205,669	1,280,412	1,400,000	
public website						
Workload Data						
Number of new and updated web pages for internal and external websites	24,141	26,130	26,810	42,446	30,000	
Number of communications equipment units maintained	N/A	N/A	N/A	34,532	34,532	
Number of digital (radio) mobile/portables units installed	N/A	N/A	N/A	3,977	1,200	
Number of fixed communication sites registered and maintained	N/A	22	22	22	22	
Average monthly number of Central Infrastructure Support Organization (CISO) Help Desk calls handled	N/A	N/A	N/A	6,683	6,000	
Average monthly number of CISO Incident tickets processed	N/A	N/A	N/A	5,270	4,800	

City of San Diego

⁵³ Began tracking in late Fiscal Year 2008. Fourth quarter figure reflects April and May averages; June data is not yet available.

PUBLIC SAFETY AND HOMELAND SECURITY

The mission of the Public Safety and Homeland Security group is to carry out and support the Mayor's vision, mission, and values by ensuring the residents and visitors of San Diego are provided the highest quality public safety services in response to community needs. The Family Justice Center, Office of Homeland Security, Police, and Fire-Rescue departments form the Public Safety and Homeland Security group.



Family Justice Center

Department Description

Located in downtown San Diego, the San Diego Family Justice Center (FJC) is a public safety department launched by the City of San Diego to assist victims of family violence. It is a comprehensive one-stop shop for victims of family violence and their children. Twenty-five partner organizations have come together under one roof to provide consolidated and coordinated legal, social, and mental health services to more than 17,000 family members per year. Victims can now come to one location to talk to an advocate, get a restraining order, plan for their safety, talk to a police officer, meet with a prosecutor advocate, receive information on shelter, and get help with transportation. The San Diego Family Justice Center is a place where victims of family violence are the highest priority.

The Department's mission is:

To improve and strengthen the lives of families through early identification of family violence and then provide coordinated wrap-around services through collaboration with community partners in one location

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Focus on a comprehensive array of family violence

As we continue to fulfill our mission, we must not only concentrate our energy on serving those affected by domestic violence, but those affected by the total spectrum of family violence (child abuse, domestic violence, elder abuse, sexual molest, et al.). It is vital to develop partnerships that have the capabilities of serving the broad population the Family Justice Center serves. The Department will move toward accomplishing this goal by focusing on the following objective.

Develop partnerships to support comprehensive focus on family violence

Goal 2: Provide a proactive and prevention-focused approach to family violence

Prevention and more proactive strategies will help curtail family violence before it happens. Early identification will allow us to better implement the necessary interventions and stop the cycle of family violence. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Research, promote, and facilitate strategies for early identification and intervention
- Develop tactics and processes for identifying youths suffering developmentally and behaviorally from family violence

Goal 3: Effectively collaborate and coordinate resources for individuals experiencing family violence

The services the Family Justice Center houses are essential to those experiencing family violence. It is of the utmost importance for individuals experiencing family violence to be able to come to one location and receive the necessary resources. The Department will move toward accomplishing this goal by focusing on the following objective.

Ensure valuable wrap-around services are accessible to individuals experiencing family violence

Goal 4: Ensure sustainable operations

It is a priority of the Family Justice Center to ensure that the services it provides are sustainable. The Center is of vital importance to those it serves and it must plan accordingly for our future. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Facilitate development of viable outcome measures to understand effectiveness of intervention strategies
- Ensure that the Center obtains sufficient funding, staffing, and facilities for the effective provision of services
- Support training for and development of employees

Maintain a practical approach to the total spectrum of family violence

Goal 5: Engage in effective marketing and educational planning

Marketing and education is another important goal for the Family Justice Center. The Department needs to get the word out on what kinds of services are housed in the Center and throughout the community and educate those on the total spectrum of family violence. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Educate partners and professional groups on total spectrum of family violence
- Educate community on breadth of services provided and range of individuals served by the FJC
- Educate internal and external stakeholders

Accomplishments

The San Diego Family Justice Center originated as a program of the City Attorney's Office in 2002. Given the success and growth of the program, the City Council unanimously adopted Ordinance No. 0-19339 on November 29, 2004, thereby creating the San Diego Family Justice Center as a City department to support and advance the mission, goals, management, and future challenges.

In October 2003, President George W. Bush created the President's Family Justice Center Initiative designed to develop 15 federally-funded Family Justice Centers across the country within the first two years. The San Diego Family Justice Center Foundation was named to oversee the Technical Assistance Team for the President's Initiative. Beyond the President's Initiative, national and international momentum has been growing. Other communities around the world are moving toward the creation of other centers modeled after the San Diego Family Justice Center.

During Fiscal Year 2008, the San Diego Family Justice Center underwent a departmental transition replacing three out of five General Fund positions and adding one limited, federally-funded bilingual Clerical Assistant II position. A new mission and vision were established to more effectively respond to all forms of family violence (i.e., domestic violence, elder abuse, child abuse, and sexual assault).

The San Diego Family Justice Center implemented a \$400,000, two-year grant from the U.S. Department of Justice, Office on Violence against Women to proactively hold batterers accountable. The program partners with the San Diego Police Department, City Attorney's Office, San Diego County Probation Department, and Center for Community Solutions.

The Volunteer Program at the San Diego Family Justice Center is a key component to the success of the Center's daily operations. Since Fiscal Year 2005, volunteers have donated 41,866 hours. Using the 2006 national average hourly wage of \$18.77, this equates to nearly \$786,000 in value.

Budget Dollars at Work: Performance Expectations

Goal 1: Focus on a comprehensive array of family violence

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Client feedback survey results	N/A	N/A ⁵⁴	N/A

⁵⁴ FJC has partnered with Child and Adolescent Services Research Center to conduct client surveys relating to services offered and accessed in FJC. The project kicked off in Quarter 4 of Fiscal Year 2008 and results are expected to be available in Quarter 2 or Quarter 3 of Fiscal Year 2009.

Goal 2: Provide a proactive and prevention focused approach to family violence

	Baseline	Actual	Target
Performance Measure	FY2007	FY2008	FY2009
Grant dollars received	\$400,000	\$0 ⁵⁵	\$165,000

Goal 3: Effectively collaborate and coordinate resources for individuals experiencing family violence

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of services identified in evaluation as needed that are provided within established timeframe	N/A	N/A ⁵⁶	100%
2.	Percent of services that are identified as needed that are provided by at least one partner	N/A	N/A ³	100%
3.	Percent of individuals that received wrap-around services from partners or external resources within established timeframe	N/A	N/A ³	100%

Goal 4: Ensure sustainable operations

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent deviation between required number of active volunteers to staff FJC and number of actual volunteers	N/A	-11%	+/-10%
2.	Percent of referred clients that receive shelter	N/A	N/A ³	90%

Goal 5: Engage in effective marketing and educational planning

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Client feedback survey results	N/A	N/A ¹	N/A
2.	Frequency with which community forums are offered and conducted	N/A	1 per quarter	1 per quarter
3.	Grant dollars received	\$400,000	\$0	\$165,000

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009	
Sizing Data						
Percent of clients that require translation services	N/A	20%	21%	18%	20%	
Average number of FJC visits for individuals that	N/A	8	8	4	8	
experience family violence per year						
Worl	kload Data ⁵	7				
Number of new victims served	N/A	2,039	1,997	1,853	2,500	
Contacts processed (walk-in services and telephone	N/A	26,000	26,000	20,800	30,000	
calls)						

⁵⁵ No grant dollars awarded in Fiscal Year 2008. An application was submitted to United States Department of Justice for Congressional Earmark award for \$213,000. Award announcement is expected Quarter 1 of Fiscal Year 2009. In addition, a \$25,000 CDBG grant was approved, but will not be awarded until Quarter 2 Fiscal Year 2009. ⁵⁶ Data is not known. Once case management is online and tracking software is purchased and implemented, data

⁵⁶ Data is not known. Once case management is online and tracking software is purchased and implemented, data will be monitored. The purchase is expected in Quarter 1 of Fiscal Year 2009.

⁵⁷ Data captured using the Intake Management System

Fire-Rescue

Department Description

The Fire-Rescue Department protects the life and property of San Diego residents and visitors through a variety of safety services. Serving an area of approximately 331 square miles, with a resident population of 1.3 million, Fire-Rescue includes 47 fire stations, a communications center, apparatus and equipment repair facilities, a training facility, nine permanent lifeguard stations, and 27 seasonal lifeguard towers.

The major activities performed by the Fire-Rescue Department include: fire suppression, emergency medical transport, technical rescue, hazardous materials response, fire investigation, explosives disarmament, fire safety inspection and education programs, equipment and facilities maintenance, waterway and swimmer safety, and the operation of the fire communications center.

The Department's mission is:

To serve the community of San Diego by providing the highest level of emergency/rescue services, hazard prevention and safety education ensuring the protection of life, property and the environment

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Maintain the resources necessary for rapid response in emergency situations

Essential to the effective delivery of the many fire-rescue, emergency medical, and lifeguard services demanded by the community are the abilities to quickly and efficiently process requests for service, identify the appropriate response units, notify them of the need to respond, and ensure their delivery to the emergency scene in time to provide the maximum benefit possible. This requires that performance measures be developed and continually monitored to ensure national response time goals are met and the anticipated beneficial outcomes of a rapid response are achieved. In addition, with respect to the prevention of fires and the mitigation of their severity, it is also essential that the inspection of target hazard occupancies and brush management parcels be conducted frequently to identify and correct fire code violations. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Quickly and safely respond to all emergencies in San Diego
- Put the right resources in the right place at the right time in order to save lives, property, and preserve the
 environment
- Provide fire prevention services and other support in order to ensure the continued safe and effective delivery of fire and rescue services

Goal 2: Ensure effective leadership for the efficient provision of fire-rescue services

To provide effective emergency service delivery, it is imperative that the number and type of resources necessary to provide that service be identified, procured, maintained, and replaced as needed. This requires a constant monitoring of service demand levels and the Department's ability to effectively and efficiently meet those demands. A vigorous and ongoing program of needs assessment, development and communication of budgetary priorities, and fiscally sound practices to manage all resources allocated to the Department must be provided by the Fire Chief and the Department's leadership team. The Department will move toward accomplishing this goal by focusing on the following objective.

Identify needs and revenue sources to obtain and manage the necessary funding in order to responsibly
maintain the Department and grow in a way that is consistent with current and projected demands for
service

Goal 3: Provide exceptional customer service

It is widely recognized that the Fire-Rescue Department exists as an organization for the sole purpose of delivering exceptional emergency and non-emergency services to our community. Absent this mission and focus, there would be no justification for the expense associated with Department operations. In order to meet customer service expectations, it is essential that service needs be identified, programs be developed to meet these needs, and monitoring of performance be conducted. The Department will move toward accomplishing this goal by focusing on the following objective.

 Exceed customer expectations in all we do by treating each customer transaction with responsiveness, competency, and respect

Goal 4: Develop and maintain a skilled fire-rescue workforce

As with any organization, the Fire-Rescue Department's success relies heavily upon the development and maintenance of a highly skilled and dedicated workforce. To ensure the ability to accurately identify the needs and provide exceptional service to all segments of our diverse community, our workforce must reflect the makeup of the community as a whole. Moreover, once employees join our workforce, they must be provided adequate training and health and safety programs to ensure their competency and availability for assignment. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide a comprehensive safety services program for employees in order to reduce the incidence and severity of occupational injury and illness, reduce cost to tax payers, and maintain mission readiness
- Recruit and retain a workforce that is qualified and mirrors the diversity of the community we serve

Accomplishments

The most significant accomplishment of the Fire-Rescue Department was a dramatically improved response to the 2007 Firestorm as compared to its performance during the very similar 2003 Cedar Fire. Regrettably, while both firestorm events resulted in the loss of over 300 homes, it was estimated that the effective response of Fire-Rescue during the 2007 Firestorm saved over 6,000 homes from damage or destruction. More importantly, highly coordinated efforts with the Police Department resulted in the safe evacuation of over 200,000 City residents in the path of fire. As a result of these efforts, no resident or safety response personnel lives were lost due to this wide-spread natural disaster. Lessons learned and adjustments made following the Cedar fire enabled this improved response. Lessons learned during the 2007 Firestorm have also been identified and recommendations for additional improvement will be implemented by the Department through its tactical plan.

A less visible, but highly significant accomplishment was progress made to replace the Department's aging fleet of emergency response apparatus that was made possible by a 66% increase in equipment funding over the past two years. Eight new fire engines were placed into service this year. In addition, there are nine new engines and five trucks currently being outfitted or pending delivery. This includes a new bomb squad response apparatus that replaces one that is 20 years old, two water tenders to provide a water supply in areas where no fire hydrants exist or service has been disrupted, and a foam tender that replaces an apparatus based on a 1958 chassis. The Department was also awarded a Fire Act Grant requiring a City match to purchase a Heavy Rescue apparatus for use in rescue operations in all-risk disaster events. Lastly, the construction of the Pacific Highlands Fire Station which entered service in February 2008, will address inadequate response times currently experienced by the adjacent communities.

Fire-Rescue also completed its Business Process Reengineering (BPR) study this year. This comprehensive review of 19 areas of Department operations resulted in the development of 69 recommendations for efficiency and effectiveness improvements. Many of these recommendations will be implemented within the existing budget or at relatively modest cost. As part of its BPR, the Department also developed its tactical plan and performance measures. These documents will enable the Department to focus its efforts on key activities, more effectively plan to accomplish critical projects, gauge the effectiveness of its efforts, and make adjustments necessary to realize the goals and objectives it has established.

Budget Dollars at Work: Performance Expectations

Goal 1: Maintain the resources necessary for rapid response in emergency situations

Performance Me	, i	Baseline FY2007	Actual FY2008	Target FY2009
Percent of initial unit emergency NFPA 1710 guideline of 5 minu district)		52%	51.9%	57% ⁵⁸
Percent of effective fire force en within NFPA 1710 guideline of station district)		70%	67.4%	75% ⁵⁹
3. Percent of 911 calls answered in transfer to Fire/EMS dispatch	10 seconds or less after	93%	75.5% ⁶⁰	90% ⁶¹
4. Percent of emergency calls proce	essed within 1 minute	6%	20.9%	90% ⁶²
5. Percent of structure fires confine origin	d to area or room of	41%	9% ⁶³ (excludes Witch Fire)	41%
6. Number of fire deaths per 100,0	00 population	0	0	0
7. Number of fire injuries per 100,0	000 population	2.2	1.2	0
8. Structure fire loss on vegetation helicopter is on initial response	fires when fire-rescue	\$208,000	\$10,156 (excludes Witch Fire)	<\$200,000
9. Percent of time HazMat unit rest timeframe established by the Joi		100%	98.3%	90%
10. Percent of incidents where spont circulation is achieved when firs within NFPA 1710 guidelines		18%	19.3%	23%
11. Percent EMS response time comstandards (by service area)	plies with City-wide	90%	91%	90%
12. Ratio of drownings to beach atte beaches (U.S. Lifeguard Associa every 18 million)		1:24M	1:21M	1:24M
13. Percent of annual fire inspection days of due date	s completed within 90	NA	74%	90%
14. Percent of privately owned parce management regulation inspecte annually.		0%	16%	50%

4

 $^{^{58}}$ National Fire Protection Association 1710 guideline is 5 minutes (1 min. for notification and 4 min. travel time) or less 90% of the time. Target reflects interim goal.

⁵⁹ National Fire Protection Association 1710 guideline is 9 minutes (1 min. for notification and 8 min. travel time) or less 90% of the time. Target reflects interim goal.

⁶⁰ Fire/Rescue will be running further reports to break down statistics by individual call takers to see if the problem is isolated to certain call takers or if it is a wide spread issue.

⁶¹ National standard is 10 seconds or less 90 percent of the time.

⁶² National Fire Protection Association 1710 guideline is 1 minute or less 90 percent of the time. Notification of responding ambulance unit prior to call triage completion was reinstated on January 1, 2008 and will result in a significant improvement in 1 minute call processing percentage in Fiscal Year 2009.

⁶³ Low value is thought to result from a combination of data entry inconsistencies, delayed emergency reporting and increasing response times. Additional training will be provided on data entry criteria.

Goal 2: Ensure effective leadership for the efficient provision of fire-rescue services

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Cost/Loss Index (budget per capita + fire loss per capita)	\$185	\$170 (excludes Witch Fire)	\$190

Goal 3: Provide exceptional customer service

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Customer satisfaction index using City Surveys	4.95	4.9	4.5^{64}
2.	EMS customer satisfaction survey results	4	4.5	$4+^{65}$
3.	Percent of customer service events attended when	97%	97%	95%
	attendance is requested			

Goal 4: Develop and maintain a skilled fire-rescue workforce

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of active Operations personnel completing	N/A	100%	100%
	priority training			
2.	Reportable injury/illness incident rate per 100 full-time	11	9.8^{66}	10
	employees			
3.	Percent of emergency vehicle responses that are accident-	99.98%	99.99%	100%
	free			

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Siz	ing Data				
Number of firefighters	888	902	916	940	955
Number of firefighters per 100,000 population ⁶⁷	68	69	69	71	71
Number of lifeguards (total permanent and hourly	125	125	125	125	125
personnel expressed as a fulltime equivalent - FTE)					
Number of lifeguards per 100,000 beach visitors at	.54	.59	.59	.59	.59
guarded beaches ⁶⁸					
Percent of fire station response districts compliant	N/A	73%	73%	75%	75%
with NFPA guideline of 9 square miles or less					
Number of front line fire engines	45	45	46	47	47
Number of reserve fire engines ⁶⁹	14	14	18	21	22

⁶⁴ Based on scale of 1 to 5 with 5 indicating the highest satisfaction rating.

⁶⁵ Based on scale of 1 to 5 with 5 indicating excellent service.

⁶⁶ Data through 3rd Quarter of Fiscal Year 2008.

⁶⁷ Population of the City of San Diego and source: 1.3 million SANDAG (2007 data).

⁶⁸Based on average attendance by month: San Diego Lifeguard-Monthly Statistics

⁶⁹ Reserve fire engines and trucks are provided to allow for replacement of front line fire engines and trucks temporarily unavailable due to maintenance, deployment on strike teams, or during large scale emergencies. While the City has consistently had reserve fire engines and trucks, these apparatus have not been consistently operational and available for service. At the time Fleet Services was consolidated (July 1, 2007), only one reserve Type 1 fire engine was available. When the wild fires broke out on October 21, 2007, all 20 reserve Type 1 fire engines were available. Other emergency vehicles had similar levels of readiness.

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of front line trucks	12	12	12	12	13
Number of reserve trucks ¹²	5	5	5	7	6
Percent of fire apparatus within 15 year service life	N/A	62%	53%	74%	75%
Number of front line lifeguard vessels (includes	20	20	20	20	20
inboards, outboards and Personal Water Crafts)					
Number of lifeguard vehicles	33	33	33	35	35
Wor	kload Data				
Number of fire calls	3,401	3,579	3,349	4,428	3,580
Number of medical responses	79,853	84,882	87,789	91,872	93,860
Number of medical transports	60,968	64,916	67,959	70,810	74,000
Number of preventative acts on the beaches/ocean	186,606	160,978	250,769	219,912	200,000
Number of medical aid responses by lifeguards	3,594	3,207	3,194	3,357	3,200
Number of boat rescues/interventions	409	359	390	395	400

Office of Homeland Security

Department Description

The San Diego Office of Homeland Security (SD-OHS) oversees the City's preparation for major disasters by coordinating disaster planning efforts and training of City employees; assisting with the integration of emergency plans in a collaborative environment; ensuring the flow of information to the public and business community to assist in emergency preparation and response; interfacing with county, State and federal jurisdictions; securing and managing grants from federal and state agencies related to homeland security, disaster preparedness, response, recovery, and mitigation.

SD-OHS maintains the City's Emergency Operations Center (EOC) in a ready-to-activate status, manages the EOC during responses to multi-department and City-wide emergencies to support incident response activities, and maintains City-wide response capabilities.

SD-OHS promotes risk awareness, mitigation and response strategies among residents, the business community, and City government by providing leadership in cooperative, collaborative partnerships with other City departments, the business community, academic institutions, as well as with surrounding city, county, and state jurisdictions. SD-OHS also works closely with the Department of Defense and other federal agencies located within the City and surrounding area. Through collaborative partnerships with academic institutions and the business community under the auspices of the San Diego Unified Disaster Council, SD-OHS assists City departments in validating needs and identifying cost-effective technologies related to disaster programs.

SD-OHS coordinates recovery and mitigation programs for the City by collecting timely disaster-related data and coordinating applications for state and federal grant programs related to disaster preparedness, response, recovery, and mitigation. These grant programs provide a vital source of revenue to offset the costs of natural and man-made disasters.

The Department's mission is:

To effectively prevent, prepare for, respond to, and recover from natural or man-made disasters

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Build a sustainable organization

Homeland Security, Disaster Preparedness, and Emergency Management are core functions of a municipal government. To build a sustainable organization, a trained and skilled workforce focused on the Department's mission and goals is needed to ensure effectiveness and stability. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote the intrinsic value of OHS to the City
- Develop a trained and skilled workforce
- Increase innovation that promotes improvement
- Maintain an environment that recognizes and rewards high performing teams
- Establish a culture that encourages employee participation and growth

Goal 2: Establish a robust, integrated, and comprehensive emergency preparedness and response platform

A comprehensive emergency preparedness and response program requires developed plans that are trained to and exercised on a regular basis. Effective plans require a collaborative and coordinated approach in partnership with regional stakeholders and key City departments. The Department will move toward accomplishing this goal by focusing on the following objective.

• Collaborate and coordinate in the development of program components

Goal 3: Coordinate internal and external resources (people, equipment, and services) in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters

The success of any disaster preparedness and emergency management program is contingent upon the development and fostering of collaborative working relationships with key stakeholders. This relationship building strengthens cooperative efforts, facilitates effective response activities, and ensures information sharing. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Establish and maintain key interagency and jurisdictional working relationships
- Expand the development and use of contracts, agreements, and memoranda of understanding
- Maintain operational readiness of the EOC

Goal 4: Establish sound fiscal practices

To effectively manage and administer financial programs, sound fiscal practices are required. The goal of OHS is to ensure the integrity of its grant program and general fund through the development and implementation of internal control principles and controls, the certification of staff in grant management principles, and the development of protocols and procedures for monitoring and auditing of grant sub-recipients. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Effectively manage and administer grant programs
- Effectively manage and administer the OHS General Fund budget

Accomplishments

The Homeland Preparedness Coordination Council meets on an as-needed basis to provide oversight for the Homeland Preparedness Program. The departments represented in the Council include the Mayor's Office, Office of Homeland Security, Police Department, Fire-Rescue Department, General Services, Development Services, Park and Recreation, Metropolitan Wastewater, and Water Departments. Representatives from other departments are included as necessary.

The City is currently the sub-grantee of the Department of Homeland Security's Homeland Security Grant Program (HSGP) funds for Fiscal Years 2006 and 2007 under the Urban Area Security Initiative (UASI) Grant Program. SD-OHS led the development and update of an Urban Area Needs Assessment and Security Strategy. SD-OHS administers and manages the UASI grant funds for the San Diego Urban Area which includes 18 incorporated cities, unincorporated County areas, and all political subdivisions. Additionally, the City receives grant funds as a sub-recipient under the State Homeland Security Grant Program, Emergency Management Performance Grant, and the Law Enforcement Terrorism Prevention Program. City OHS manages and administers \$28.7 million under the various grant programs for the region and oversees the \$4.6 million in funds directly allocated to the City for prevention, emergency planning, training, and specialized equipment for our first responders.

Under the Department's Recovery Program, SD-OHS manages projects totaling \$6.9 million in obligated public assistance funds and has applied for an additional \$50 million as a result of two disasters in October 2007. The Department continues to work with the Governor's Office of Emergency Services, the Federal Emergency Management Agency, and the Federal Highway Administration on disaster recovery for a number of disasters since 2003.

- The Cedar Fire disaster from October 2003 is pending State closure. SD-OHS in the process of finalizing reimbursement of the federal and State retention funds. To date, the City of San Diego has recovered a total of \$3.5 million for project costs and \$191,000 in administrative allowances.
- The severe winter storms in late Calendar Year 2004 and early Calendar Year 2005 resulted in major damage to public land and facilities caused by flooding, debris flows, mudslides, and sinkholes. Gubernatorial proclamations and presidential declarations of two major disasters for California allowed the City to apply for State and federal assistance. As of December 2007, the City has recovered \$4.6 million for two storm periods from December 27, 2004 through January 11, 2005, and February 16, 2005 through February 23, 2005, and expects to receive an additional \$7.2 million for projects in process. SD-OHS

- continues to work with the Governor's Office of Emergency Services, the Federal Emergency Management Agency, and the Federal Highway Administration on recovering costs incurred for these disasters.
- The Soledad Mountain Landslide disaster that occurred on October 3, 2007, resulted in approximately \$26 million in response efforts and damages to public land and facilities. The Southern California Wildfire disaster that began on October 21, 2007, resulted in approximately \$24 million in response efforts and damages to public land and facilities. SD-OHS is working with the Governor's Office of Emergency Services, the Federal Emergency Management Agency, and the Federal Highway Administration in the recovery of eligible costs for these disaster projects.

Additionally, the Response and Recovery Program leads the management of the City's Emergency Operations Center; the City's participation in the San Diego County Multi-Jurisdictional Hazard Mitigation Plan; and administrative efforts for the Pre-Disaster Mitigation Seismic Retrofit Water Line Project, the Pre-Disaster Flood Mitigation Grant Program Flood Plan, and the Hazard Mitigation Grant Programs for Open Space Brush Management totaling \$5.4 million.

Budget Dollars at Work: Performance Expectations

Goal 1: Build a sustainable organization

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Peer review score on competitive homeland security grant application	N/A	N/A ⁷⁰	85%

Goal 2: Establish a robust, integrated and comprehensive emergency preparedness and response platform

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of required emergency preparedness and recovery plans in place	29%	25%	60%
2.	Percent of emergency preparedness and recovery plans that contain an established completion and revision timeline	29%	100%	100%
3.	Percent deviation from established completion and revision timelines for emergency preparedness and recovery plans	0%	0%	No more than 10%
4.	Percent of recommendations from after-action reports on exercises and/or disasters that have been addressed and/or implemented	100%	94%	100%

Goal 3: Coordinate internal and external resources in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of contracts/agreements for which a needs assessment review is conducted	100%	100%	100%
2.	Percent of Emergency Operations Center (EOC) staff trained for their respective positions/roles	30%	74%	100%
3.	Percent of Emergency Operations Center (EOC) positions that are staffed	79%	81%	100%
4.	Percent of requested eligible emergency response funds reimbursed by the State or Federal government	94%	35% ⁷¹	94%

⁷⁰ Delayed grant cycle resulted in score being released in Quarter 1 of Fiscal Year 2009

after disaster response		
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Goal 4: Establish sound fiscal practices

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of grants and sub-recipient grants for which an internal control audit is performed each year (as required by US Office of Management and Budget Circular 133)	100%	100%	100%
2.	Percent of sub-recipients receiving external monitoring assessments performed each year	100%	16% ⁷²	100%

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009			
Workload Data								
Value of multi-year grant dollars managed for City	\$18.7M	\$19.3M	\$20.6M	\$3.9M	\$3.9M			
prevention and emergency planning efforts and								
training /equipment for first responders								
Value of multi-year grant funds managed for	\$16.8M	\$16.2M	\$21.3M	\$29.3M	\$30.4M			
regional projects					72			
Number of applications for federal or state	9	3	0	0	N/A^{73}			
emergency funds completed to reimburse the City								
for disaster response								
Number of infrastructure security measures	0	0	15	0	0			
installed for critical City facilities								
Number of community Emergency Preparedness	N/A	N/A	2	2	2			
events attended								
Number of presentations made at Public Safety and	N/A	N/A	2	4	4			
Neighborhood Services meetings								
Number of public safety job fairs participated in	N/A	N/A	1	2	2			
Number Emergency Operations Center (EOC) and	1	1	2	4	4			
alternate Emergency Operations Center (EOC)								
assessments conducted								
Number of regional exercises of the Emergency	4	6	3	1	1			
Operations response network participated in								
Number of tests of the City's Emergency	N/A	N/A	N/A	4	4			
Notification System that include a feedback								
mechanism for community input on effectiveness								

City of San Diego

On track to collect all eligible funds in Fiscal Year 2009
 Limited staff and multiple grant closeouts stalled a majority of monitoring assessments to Fiscal Year 2009
 Applications will be filed for all eligible disasters

Police

Department Description

For 120 years, the San Diego Police Department (SDPD) has served the citizens of this City with professionalism, dependability, and integrity. In addition to the full-service headquarters building, the City is represented by nine area commands, divided into 19 service areas, policing 122 neighborhoods. The Department provides patrol, traffic, investigative, record keeping, licensing, laboratory, and support services.

The mission of the Department is accomplished through the practice of community-based policing and problem solving known as Neighborhood Policing. This approach requires a shared responsibility between the Police Department and the residents of San Diego for addressing underlying problems contributing to crime and the fear of crime. The men and women of the SDPD work together in a problem-solving partnership with communities, government agencies, private groups and individuals to fight crime and improve the quality of life for the residents and visitors of San Diego.

The Department's mission is:

To maintain peace and order by providing the highest quality police services

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Improve quality of life for all

The Police Department's highest priority is to ensure that San Diego is safe for all of its citizens. The Department will move toward accomplishing this goal by focusing on the following objective.

Ensure effective policing

Goal 2: Strive for continuous improvement in efficiency and effectiveness

In the pursuit of operational excellence, it is important to continuously seek ways in which to operate as efficiently and effectively as possible. The Department will move toward accomplishing this goal by focusing on the following objective.

Ensure continuous improvement of operations

Goal 3: Effectively utilize and manage our resources

To effectively serve and protect the public, it is important for the Department to maximize the use of its resources. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Adequately equip staff
- Maintain staffing levels

Goal 4: Empower and develop the workforce to achieve excellence

In order to provide the highest quality police services to the citizens of San Diego, it is important to develop an empowered workforce. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Support an informed and trained workforce
- Empower employees to make decisions to be effective in their assignments

Goal 5: Hold employees accountable to high standards of performance, ethics, and professional conduct

High standards of integrity, professional conduct and performance are vital to the success of the Police Department. The Department will move toward accomplishing this goal by focusing on the following objective.

Promote and enforce professional and ethical behavior by employees

Accomplishments

October 2007 Wildfires

On Sunday, October 21, 2007, a firestorm ravaged the northeastern portion of the City of San Diego. The fires entered the city limits from San Pasqual Valley. By early Monday morning, nearly all residents from the communities of San Pasqual, Bernardo Trails, Rancho Bernardo, Westwood and 4S Ranch required evacuation. By the time the fire had swept through the community, 365 homes were destroyed and 79 were damaged. As the week progressed, the mission changed from evacuations to managing the traffic and crowds, assisting the returning residents and providing security to the vacant homes. Through the efforts of the men and women of the San Diego Police Department, in close cooperation with other emergency agencies, no civilian or emergency personnel lives were lost within the City. Although the property loss was substantial, there were approximately 6,000 homes that were saved because of the preparedness and professional response of the Police Department.

Increase Recruitment and Retention

The Background and Recruiting Unit continued to expand its operations in an effort to increase the number of applicants in the hiring pool and increase the number of recruits attending the Police Academy. Within the past year, the Department doubled the number of recruits attending the Academy. Four academies each with an average attendance of 40 recruits were held during Fiscal Year 2007. In addition to the increase of recruits at the Academy level, the Recruiting Unit with the cooperation of the City's Testing Division from the Human Resources Department took the written test on the road to Winona, Minnesota; Phoenix, Arizona; and Tucson, Arizona. A total of 68 candidates took the written test. As of January 2008, four candidates have been hired from Winona, Minnesota. The Arizona candidates are still within the background process. The goal of increasing academy recruits will provide professionally trained officers to maintain full staffing in all assignments throughout the City.

New Regional Interoperability

The San Diego Police Department has been serving as the lead administrator of the 3Cs (Command Control and Communications) Program managing over \$12 million in grants from the federal and state COPS programs and the Office of Homeland Security. When complete, the 3Cs program will enhance interoperability and capacity of emergency agency communications for more effective response during natural or man-made critical incidents. Thirty separate agencies, including all regional fire and police municipal agencies, as well as the United States Navy, Marines, and Coast Guard are participating members of this award-winning system.

AlertSanDiego

Under the direction of Mayor Sanders, a mass notification system was purchased for the City of San Diego to enhance public safety emergency notifications to residents and businesses. The Police Department Communications Division was selected as the administrator responsible for managing the system due to the 24/7 operational requirements. The system can be activated any time an Incident Commander identifies the need to quickly notify the public of an emergency. The emergency notification could include mandatory evacuations, contamination warnings, tsunami alerts, or instructions during natural disasters. The system utilizes the 911 database, which ties the landline telephone phone number to the physical address for every home and business within the impacted area. Cellular telephone numbers may be added to the system via the Internet.

Domestic Violence Response Team (DVRT)

The DVRT was developed to target domestic violence calls throughout the City. The Team currently operates with a group of advocates that provide on-scene interventions and follow-up case management services for victims. They also help families access services such as emergency shelter, restraining orders, immigration services, food, clothing, court accompaniment, and transportation. These efforts have resulted in a decrease in domestic violence of 6.2% in Calendar Year 2007 compared to Calendar Year 2006.

Budget Dollars at Work: Performance Expectations

Goal 1: Improve quality of life for all

	Performance Measure	Baseline CY2007	Actual CY2008 ⁷⁴	Target CY2009
1.	Response time to priority E calls	7.2 minutes	6.8 minutes	7 minutes
2.	Response time to priority 1 calls	13.5 minutes	13.0 minutes	12 minutes
3.	Response time to priority 2 calls	24.9 minutes	24.3 minutes	26 minutes
4.	Response time to priority 3 calls	64.6 minutes	61.3 minutes	65 minutes
5.	Response time to priority 4 calls	61.9 minutes	58.2 minutes	65 minutes
6.	Violent crimes per 1,000 (homicide, rape, robbery, aggravated assault)	4.74	4.40	4.55
7.	Gang-related crimes (homicide, attempted homicide, assault, robbery, auto theft, other)	935	500	915
8.	Customer satisfaction as determined through a community feedback survey to be conducted in Fiscal Year 2009	TBD	TBD	TBD
9.	Clearance rates for violent crimes (homicide, rape, robbery, aggravated assault)	48.5%	48.2%	50%

Goal 2: Strive for continuous improvement in efficiency and effectiveness

	Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1.	Average response time to priority E and 1 calls	E - 7.2 minutes 1 -13.5 minutes	E - 6.8 minutes 1 - 13.0 minutes	E - 7 minutes 1 - 12 minutes
2.	Violent crimes per 1,000 (homicide, rape, robbery, aggravated assault)	4.74	4.4	4.55
3.	Customer satisfaction as determined through a community feedback survey to be conducted in Fiscal Year 2009	TBD	TBD	TBD

Goal 3: Effectively utilize and manage our resources

	Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1.	Percent deviation from planned ratio of officers to	10%	1.6%	10%
	acceptable and available cars (2.25:1)			
2.	Average wait time to answer 9-1-1 calls	13 seconds	8 seconds	10 seconds
3.	Average delay in answering non-emergency calls	67 seconds	41 seconds	45 seconds
4.	Percent of 9-1-1 calls that are abandoned as a result of	2%	1.45%	2%
	citizen-initiated call termination			

Goal 4: Empower and develop the workforce to achieve excellence

	Performance Measure	Baseline CY2007	Actual CY2008 ¹	Target CY2009
1.	Percent of active sworn compliant with California	97%	97%	100%
	Commission on Peace Officer Standards and Training			
	(POST)-mandated training ⁷⁵			

Actual Calendar Year 2008 data is based on mid-year data from January 2008 through June 2008
 Excludes personnel on approved leaves due to military service, injury, etc.

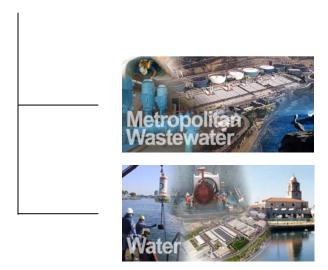
Goal 5: Hold employees accountable to high standards of performance, ethics, and professional conduct

Performance Measure	Baseline	Actual	Target
	CY2007	CY2008 ¹	CY2009
1. Number of citizen complaints	53	43	47

	Actual CY2005	Actual CY2006	Actual CY2007	Actual CY2008 ¹	Target CY2009		
Sizing Data							
San Diego population served	1,305,736	1,311,162	1,337,000	1,343,000	TBD		
Sworn police officers	1,998	1,893	1,915	1,948	2,127		
Workload Data							
Calls for 9-1-1 emergencies	423,771	497,685	532,787	254,206	TBD		
Calls for police services dispatched	644,223	618,695	625,320	316,868	TBD		

PUBLIC UTILITIES

The mission of the Public Utilities group is to provide the public with a safe, efficient, and cost-effective water and regional sewerage system that supplements the limited water supply and meets regulatory standards in an environmentally-sensitive manner. The Metropolitan Wastewater and Water departments form the Public Utilities group.



Metropolitan Wastewater

Department Description

The City's Metropolitan Wastewater Department (MWWD) provides regional wastewater treatment and disposal services for the City of San Diego and 15 other cities and special districts within a 450 square mile area stretching from Del Mar to the north, Alpine and Lakeside to the east, and the Mexican border to the south. The Department is also responsible for operating and maintaining the Municipal Sewage Collection System for the City. MWWD is comprised of five divisions as detailed below.

Administrative Services

The Administrative Services Division administers the Department's budgets, grant development, safety and training, human resources, information technology, rates and financing, as well as Participating Agency billing and customer service. The Division also manages programs designed to facilitate the Department's mission and strategic planning.

Engineering and Program Management

Engineering and Program Management provides engineering services for the Metropolitan and Municipal Wastewater System to ensure new facilities and upgrades are planned and implemented in a fiscally-sound manner to meet regulatory standards and environmental concerns. Specifically, the Division provides long-range master planning, condition assessment, sewer modeling, planning and pre-design for infrastructure, energy management, environmental support, and oversight of the implementation of the Capital Improvement Programs.

Environmental Monitoring and Technical Services

Environmental Monitoring and Technical Services (EMTS) carries out several crucial programs in support of the treatment and disposal of wastewater. Programs include the Industrial Wastewater Control Program, which regulates industrial discharges to the sewers; a comprehensive ocean monitoring program to evaluate the wastewater treatment plants at Point Loma and the South Bay; laboratory testing for process control and regulatory reporting purposes ensures compliance with all regulatory permits. The EMTS Division has obtained the International Organization for Standardization (ISO) 14001 Certification (featuring the first publicly-owned laboratory to become ISO 14001 certified).

Wastewater Collection

Wastewater Collection (WWC) is responsible for safe and effective wastewater conveyance throughout the Municipal Sewerage Collection System. The WWC Division provides ongoing preventive cleaning, maintenance, and repair of the system. To accomplish this, the Division repairs and replaces sewer laterals in the public rights-of-way as well as sewer mains throughout the collection system; operates and maintains 76 sewer pump stations as well as the Mission Bay and Coastal low-flow Storm Water Diversion Systems; and administers the Food Establishment Wastewater Discharge Permitting Program, which permits and monitors food establishments to minimize the discharge of grease into the wastewater collection system. This Division has also obtained the ISO 14001 Certification and has received several California Water Environment Association awards in recent years.

Wastewater Treatment and Disposal

Wastewater Treatment and Disposal (WWTD) is responsible for the operation and maintenance of all wastewater treatment facilities including treatment and water reclamation facilities, major pump stations and bio-solids processing providing regional wastewater treatment and disposal services for the City of San Diego and 15 other cities and special districts within a 450 square mile area. The WWTD Division is the first publicly-owned wastewater treatment operation in the nation to receive ISO 14001 certification.

The Department's mission is:

To provide the public with safe, efficient, and effective regional wastewater service

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Provide uninterrupted wastewater service

The City of San Diego's Metropolitan Wastewater Department is committed to protecting the environment by providing the public with a safe and effective regional wastewater system. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Meet regulatory requirements
- Convey, treat, and dispose of all wastewater

Goal 2: Provide facilities that meet current and future needs

Provide wastewater collection, conveyance, treatment, and disposal infrastructure that meet current and future City needs consistent with approved regional and community plans. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Manage assets optimally through repair and replacement
- Identify and manage business and operational risk

Goal 3: Enhance fiscal management systems and support informed and timely resource allocation and decisions. The Metropolitan Wastewater Department is a fiscally-sound component of the City of San Diego striving to control expenditures and ensure adequate revenues to efficiently maintain the wastewater system. The Department will continue our accomplishment of these goals by focusing on the following objectives.

- Plan for and obtain required revenues
- Plan, execute, and control expenditures

Goal 4: Improve customer service

It is vital for the Department to provide exceptional customer service. The Department will move toward accomplishing this goal by focusing on the following objective.

• Enhance existing customer service and outreach efforts

Goal 5: Encourage productivity and increase job satisfaction

Employees are continuously developed through the utilization of career development seminars, training classes, and performance plans tailored to each individual. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Continue employee development activities
- Improve internal communications related to performance levels and work standards
- Continue to meet or exceed safety standards

Accomplishments

The City of San Diego's Metropolitan Wastewater Department marked a new beginning in its achievement of higher service levels through many accomplishments. The Department successfully secured \$225 million in private financing for its capital improvement program; signed the Final Consent Decree ending five years of negotiations and lawsuits over past sewer spills; implemented a department-wide Bid-to-Goal Agreement to achieve competitive service levels; prepared the application of the Point Loma Wastewater Treatment Plant's National Pollution Discharge Elimination System Permit and received City Council approval for the Beneficial Use of Digester Gas Project.

The Department hosted the Water Environment Federation Technical Exhibition and Conference, the largest national convention of its kind, attracting over 18,000 attendees from across the globe. MWWD showcased its treatment and disposal facilities along with its wastewater collection cleaning and canyon programs.

The Department also found success in the face of adversity during the Mount Soledad landslide and the 2007 Southern California wildfires. During the landslide, staff promptly responded and restored sewer service to the

affected area. During the wildfires, several MWWD pump stations were impacted and while some lost electrical power, most were able to provide continuous wastewater treatment utilizing the stations' standby generators. MWWD staff assisted in extinguishing a fire that threatened Pump Station 77A, while others assisted through service at the relief centers. The contributions of all staff maintained regional wastewater services.

Budget Dollars at Work: Performance Expectations

Goal 1: Provide uninterrupted wastewater service

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of sanitary sewer overflows (SSOs)	85	69	< 69
2.	Number of spills to public waters	10 (CY06)	2	< 10
3.	Number of notice of violations (NOVs) received	10	1	0
4.	Maintain ISO 14001 environmental management	Certification	Certification	Maintain
	certification	Maintained	Maintained	Certification

Goal 2: Provide facilities that meet current and future needs

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Miles of sewer mains replaced, repaired and rehabilitated	26	29	45

Goal 3: Enhance fiscal management systems and support informed and timely resource allocation and decisions

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Days of operating reserve maintained	45	50	50

Goal 4: Improve customer service

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of field supervisors who were provided	N/A	N/A ⁷⁶	30%
	customer service training			

Goal 5: Encourage productivity and increase job satisfaction

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of recordable injuries – all divisions	70	54	<u>≤</u> 61
2.	Number of preventable vehicle accidents	30	3	< 30

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009	
Sizing Data						
Average daily flow for wastewater treatment	180	180	175	175	175	
(in millions of gallons per day – MGD)						
Number of miles of municipal sewer system	3,000	3,000	3,000	3,000	3,000	

⁷⁶ Target level is based on a three-year implementation initiative for customer service. Fiscal Year 2008 will focus on the development of a customer service training program with implementation commencing in Fiscal Year 2009.

mains operated and maintained ⁷⁷					
Number of miles of ocean outfall lines	9	9	9	9	9
operated and maintained					
Number of wastewater treatment plants	4	4	4	4	4
operated and maintained					
Number of sewer pump stations (PS) operated	83	83	84	84	84
and maintained					
	Workload I	Data			
Number of pipe miles cleaned	2,235	2,366	2,037	1,869	1,900
Miles of sewer lines inspected using Closed	108.6^{78}	109	103.6	102	102
Circuit Television					
Amount of reclaimed water produced (in	5.5	5.2	8.1	9.0	10.0
millions of gallons per day – MGD)					

Repair and replacement does not add onto the total miles of sewer main within the system; however, 276 miles of sewer main have been rehabilitated or replaced since Calendar Year 2000.

Tracking of CCTV sewer line inspection began January 1, 2005 with 54.3 miles inspected for the remainder of Fiscal Year 2005, for an estimated annual total of 108.6 miles.

Water

Department Description

The City of San Diego has one of the largest and most complex water storage, treatment, and delivery systems in the world. Since the San Diego region is considered semi-arid and lacks water as a natural resource, 85-90 percent of the water used by residents is imported. One of the Water Department's primary responsibilities is to secure imported water supplies for the residents of San Diego while continuing to both manage demand through improved water conservation and to research alternative water supplies such as recycled water, groundwater, desalinated sea water, etc. In addition to supplying water, the Department also performs a variety of functions and provides a number of services including water system repair and maintenance.

The Department's mission is:

To provide safe, reliable water in an efficient, cost-effective, and environmentally-responsible manner

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Safe, reliable water

The Water Department is dedicated to its public health responsibilities of providing safe and reliable water. The Department strives to exceed all federal and State water quality standards, maintain and build needed infrastructure, and deliver water to customers efficiently and reliably. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Maintain and improve infrastructure
- Exceed environmental and public health standards
- Ensure efficient treatment and delivery of water

Goal 2: Fiscally-sound, operationally efficient Water Department

The Water Department utilizes strategic financial planning to ensure financial viability to operate and maintain the water system. The Department provides a fiscally sound, efficient organization that is responsive and dependable. By doing so, the Water Department enhances its long-term viability, accountability, ethics, and transparency as cornerstones with which to build trust with customers. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Build public trust through timely response and resolution to inquiries
- Provide cost-effective, customer-focused service
- Utilize integrated information systems to support decision-making
- Control expenditures to minimize rate impacts

Goal 3: Sustainable growth and economic prosperity

The Water Department recognizes that water supplies are critical to preserving the quality of life, economic prosperity, and growth of the City. The Water Department identifies, evaluates, and plans short and long-term water demand and supply reliability options. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Engage in regional initiatives with other water agencies which provide viable, environmentally-responsible and cost-effective alternative sources of water supply
- Provide high quality water demand and supply assessments in conjunction with local and regional development planning
- Complete comparative analysis of alternative water supply options available to the City as a retail agency

Goal 4: Responsive, safe, and innovative workforce

The Water Department is proud of its professional, technically-proficient, and diverse workforce. The Department is dedicated to ensuring its employees have the training and equipment necessary to provide safe, reliable water in a customer–friendly manner. The Department will continue to meet its goal of being a service-oriented and innovative utility through strategic workforce planning and by providing employees the knowledge, skills, and abilities necessary to perform their jobs safely. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Ensure employees have the necessary training, knowledge, skills, and abilities
- Ensure employees have the necessary equipment to do their jobs
- Ensure that we have a safety-conscious workforce
- Recognize and when possible reward high performing employees
- Ensure adequate staffing to meet the operational needs of the Department

Accomplishments

Water Operations Bid-to-Goal Program

The Water Operations Bid-to-Goal Program is currently in its fourth year of a five-year Bid-to-Goal contract. The result of the audited bid savings in Fiscal Year 2006 was \$9,859,982. The Fiscal Year 2007 estimated bid savings is \$11,429,504.

The Water Department was the first public water agency in the nation to combine a Bid-to-Goal management tool with the International Organization for Standardization (ISO) 14001 certification. In Fiscal Year 2007, the Water Operations Division maintained ISO 14001 certification as verified by an external surveillance audit.

The Water Quality Laboratory is now one of only a few labs in the country to identify the Quagga mussel (*Dreissena rostriformis bugensis*) at the larval stage. This mussel is a threat to the raw water distribution systems and the ability for early detection will not only provide excellent timeliness in identifications, but also prevent the cost of \$200 - \$300 per sample when testing is sent to outside labs.

In partnership with Sun Edison, the Department has created two large-scale solar energy projects at the Alvarado Water Treatment Plant. The energy generated from the system is sold to the City at a reduced cost. One of the projects provides over 60% of the energy needed to operate the Lake Murray Pump Station and the other provides over 80% of the energy needs of the Water Quality Laboratory. These projects have received three awards: an Outstanding Environmental Solution Award from the Association of Environmental Professionals; a San Diego Earthworks E.A.R.T.H. Award for 2007; and a Significant Achievement Solutions Award from the Public Technology Institute. Additional solar facilities are planned for Fiscal Year 2008 at the Rancho Bernardo Reservoir to serve the Rancho Bernardo Industrial Pump Station and for Fiscal Year 2009 at the Otay Treatment Plant.

The Customer Support Division in the Water Department responded to more than 455,000 phone calls and emails in the past year. These included inquiries regarding customer accounts, information about water conservation, and general questions to the Public Information Section. Also, through the efforts of the Water conservation staff, San Diego uses approximately the same amount of water it did 16 years ago, even with a 21 percent increase in population.

The Water Department recently celebrated the completion of an \$83 million upgrade and expansion of the Miramar Water Treatment Plant. This is the second of four projects which will ultimately increase the capacity and reliability at the treatment plant and allow the Water Department to meet or exceed new stricter federal and State drinking water standards.

Over 400 retail customers and three wholesale customers are now connected to the City's recycled water distribution systems. The beneficial reuse of recycled water exceeded 8,040 acre-feet (AF) in Fiscal Year 2007 (6,137.6 AF from the North City Water Reclamation Plant and 1,902.7 AF from South Bay). The Water Department qualified for over \$2.1 million in financial incentives from water wholesalers for recycled water sales.

The City Council approved the San Pasqual Groundwater Management Plan in November 2007. This plan will allow the City to qualify for State and federal funds to assist in the management of the groundwater basin and implementation of projects. The Water Resources section of the Water Department completed the Mount Hope and installed the Balboa Park groundwater monitoring wells. These wells will provide valuable information on the condition of the groundwater basin and water quality to be used for water resources planning.

The Water Department's Grant section is working to complete final State Proposition 50 grant agreements for the upgrade and expansion of three water treatment plants and department security projects. The projects would improve the water treatment process at each of the plants and provide additional security measures at City water facilities. There is an estimated \$58 million in potential grant awards the Department is working to secure in Fiscal Year 2008.

The Information Technology section of the Water Department completed three exciting projects. The Water Executive Team Data Warehouse Dashboards will provide the Executive Team with daily real-time information related to their area of responsibility in order to help them manage the Water Department more efficiently. A Water Fluoridation web page was also created and implemented to provide information for City of San Diego residents regarding fluoridation concentration levels in the water. Lastly, a new Electronic Bill Presentment and Payment (EBPP) system was developed for residents to pay water and sewer bills online.

The Training section of the Water Department received its five year International Association for Continuing Education and Training (IACET) Certification Renewal without any deficiencies. They also successfully completed the Weapons of Mass Destruction Training for all Water Department employees and successfully completed the seven year transition from a non-certified workforce to a California Department of Public Health-certified Distribution Operator workforce.

The Rate Analysis & Capital Improvement Program Monitoring section implemented a pass-thru rate increase effective January 1, 2008, as a result of increased cost of water purchased from the County Water Authority (CWA). The section has also worked closely with the Debt Management Department to issue short-term notes to borrow \$150 million to continue approved capital improvements programs.

Budget Dollars at Work: Performance Expectations

Goal 1: Safe, reliable water

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of Primary Maximum Contaminant Level (MCL) violations as a result of potable water quality sampling	0	0	0
2.	Percent of service leaks investigated within two (2) working days	85.6%	86.2%	87%
3.	Percent of service leaks repaired within seven (7) working days after referral	95.6%	97.4%	94% ⁷⁹
4.	Percent of water main breaks and hydrant knock-overs responded to within one (1) hour	88.4%	80.8%	100%
5.	Percent of City-side valve leaks repaired within five (5) working days after referral	95.5%	90.7%	93% ⁷⁹

⁷⁹ Resources allocated to increase service levels of other performance measures and provide increased support to the Capital Improvement Program.

Goal 2: Fiscally-sound, operationally-efficient Water Department

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Average number of days to respond to and resolve customer-initiated service investigations	13 days	10 days	13 days
2.	Percent increase/decrease in the usage of Electronic Bill Presentment and Payment (EBPP)	13,400/month ⁸⁰	4.9% increase	10.0% increase
3.	Deviation between Operating and Maintenance (O&M) expenditures and those anticipated through the Rate Case	\$350,261,936 ⁸¹	\$14,839,619	0% or negative

Goal 3: Sustainable growth and economic prosperity

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Volume of raw water purchases reduced as a result of	9,504 AFY	10,314 AFY	10,000 AFY
	water conservation (in acre-feet per year)			
2.	Percent increase/decrease in the City-wide use of	6,760 AFY ⁸²	7,328 AFY	6,960 AFY
	recycled water (in acre-feet per year)			(3% increase)

Goal 4: Responsive, safe and innovative workforce

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Percent of equipment and facilities inventories completed	90%	N/A ⁸³	100%

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009			
	Sizing Data							
Population of City of San Diego	1,305,736	1,311,162	1,316,837	1,336,865	1,343,305			
Square miles of land and water (City of San	404	404	404	404	404			
Diego)								
Number of treatment plants	3	3	3	3	3			
Number of pump stations	49	49	50	50	50			
Number of reservoirs	9	9	9	9	9			
Average daily City water consumption (million	198.50	204.74	221.80	204.00	192.20 ⁸⁴			
gallons)								
Total City water consumed including South Bay	72,453.38	74,729.67	73,963	74,430	63,858 ⁸⁴			
(million gallons)								

⁸⁰ This number represents the number of customers estimated to be using EBPP in Fiscal Year 2008. The goal is to increase this by 10% for Fiscal Year 2009.

⁸¹ This amount reflects Operating & Maintenance (O&M) expenditures planned for Fiscal Year 2009 developed through the Rate Case. An increase in expenditures is not expected for Fiscal Year 2009.

⁸² Fiscal Year 2007 actual recycled water used within the City of San Diego only. Recycled water deliveries to the City of Poway, Olivenhain Municipal Water District, and Otay Water District have been excluded. Fiscal Year 2009 Target is 3% of Fiscal Year 2007.

⁸³ The City Auditor conducts inventory of all equipment and facilities and Water Department collects data. Last inventory conducted was in Fiscal Year 2003 and at this time, future inventory schedule has not been determined.

⁸⁴ Projection for the Fiscal Year 2009 water volumetric and sales data reflects an anticipated 15% reduction due to conservation efforts.

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Total water deliveries (million gallons) ⁸⁵	75,979.03	79,485.75	80,938.30	80,100.00	$70,174.00^{85}$
	Workload D	ata			
Miles of operated and maintained pipelines	3,318.98	3,335.50	3,381.20	3,263.00	3,338.00
Number of water meters operated	271,204	272,466	273,304	278,692	275,600
Number of fire hydrants operated and	24,600	24,661	24,905	25,003	24,864
maintained					
Customer service calls answered (beginning in	282,184	282,184	455,329	529,255	580,770
FY2007, data include e-mail inquiries)					
Millions of gallons of water (raw and filtered)	70,983.71	79,485.75	74,842.00	71,451.20	$64,300.00^{86}$
delivered ⁸⁶					
Managed acres of Water Department-owned	N/A	N/A	40,100	41,100	40,100
rural lands for watershed and habitat values					
Acres of burned watershed lands assessed and	N/A	N/A	16,681	209,200	Unknown ⁸⁷
being remediated in cooperation with other					
agencies					
Number of preventive maintenance activities	N/A	N/A	N/A	16,826	16,150
(PMs) to air valves, hydrants, blow-offs and					
valves (≥ 6 ") conducted ⁸⁸					
Number of preventive maintenance activities	300	300	467	367	477
(PMs) on control and regulator valves					
completed					

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⁸⁵ Total Water Deliveries represents total water produced by the treatment plants and water delivered by the treated water connections of County Water Authority's (CWA) aqueduct. All of this water is delivered to the City's distribution system

⁸⁶ Raw and filtered water delivered includes all water purchased from CWA. All delivered water combined with local water is used to produce total water deliveries.

⁸⁷ This assessment only occurs following large wildfires which are not predictable. Thus, it is not possible to set numerical targets for future years.

Number of preventative maintenance activities (PM's) to air valves, hydrant, blow-offs, and in-line valves completed does not show activity in Fiscal Year 2005 through Fiscal Year 2007 as that information was not tracked until Fiscal Year 2008.

PUBLIC WORKS

The mission of the Public Works group is to provide the City of San Diego with oversight of the City's public works services, which protect public safety and enhance the quality of life for all the City's citizens. The Airports, Engineering & Capital Projects, General Services, and Storm Water departments form the Public Works group.



Airports

Division Description

The Airports Division is responsible for operating two general aviation airports, Montgomery Field and Brown Field, within the City of San Diego. General aviation includes all aviation activities except scheduled airline and military flights. The City's two airports generate over half of the San Diego region's total annual civilian flight operations and about one-third of the combined civil and military flight operations. Aviation lessees of the airports include Fixed Base Operators (FBOs) that sell fuel and provide airplane and helicopter maintenance and storage facilities, flight schools, Fire-Rescue helicopter operations, San Diego Police Air Support Unit, and 105 individual aircraft owners. The majority of airports' revenues are derived from non-aviation lessees that includes a hotel, business park, restaurants, City fire station, City Field Engineering, U.S. Border Patrol, office space tenants, and other individual lessees. City staff has the responsibility of maintaining the airports in conformance with Federal Aviation Administration (FAA) regulations and guidelines and administering the various revenue-producing leases.

The Division's mission is:

To operate, maintain, and develop Montgomery and Brown Field Airports to meet the general aviation needs of the San Diego region in a safe, efficient, economically self-sufficient, environmentally sensitive, and professional manner in accordance with federal, State, and local regulations. The airports will provide access to the National Air Transportation System, while respecting the concerns of the community and stakeholders

Goals and Objectives

The following goals and objectives represent the action plan for the Division.

Goal 1: Develop the City airports to be financially self-sufficient, maximize aviation uses, create economic activity, and meet the general aviation needs of the region

It is the goal of the Airports Division, as an enterprise fund, to have sufficient revenues to operate independently of the City's General Fund. Federal regulations require the airport operator to keep airport revenues separate from non-airport funds and return its revenues to the maintenance and upkeep of the airport. By creating economic activity and maximizing aviation uses, the Division can generate the revenues necessary to meet the aviation needs of the region and remain self-sufficient. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Maintain the Airports as a self-sufficient, economically viable enterprise
- Provide for the needs of general aviation and provide conditions for viable aviation businesses
- Provide a facility that offers necessary services to support airport business, local area business, and visitors at reasonable prices

Goal 2: Ensure City Airports are operated safely and efficiently, and that airport facilities are constructed and maintained in accordance with applicable rules and regulations

It is necessary to maintain the airport runways, taxiways, lighting, navigational aids, obstruction clearances, and other airport components in good condition to maintain the level of safety required by federal regulations. Maintaining a minimum level of safety is a requirement of eligibility for federal grants. The Division will move toward accomplishing this goal by focusing on the following objective.

 Maintain the Airports as safe and reliable components of the Regional and National Air Transportation Systems in conformance with all applicable federal, State, and local regulations

Goal 3: Provide highly trained professional staff to promote a climate of trust and foster positive relationships with tenants, users, business interests, the community, and regulatory agencies

Key airport staff members need to interact on a daily basis with the FAA, CALTRANS Division of Aeronautics, airport users, tenants, and members of the community. It is necessary that staff have a working knowledge of and proficiency in the application of federal regulations so they can be viewed as knowledgeable professionals in their field. A close and cooperative relationship with the Airports Advisory Committee involves airport users and the nearby communities in the operation of the airport and enhances dialogue among the different stakeholders. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Involve the Airports Advisory Committee, users, citizens, and other beneficiaries in the operation, utilization and development of the Airports
- Recruit and retain experienced professionals versed in airport management and provide training to maintain readiness

Goal 4: Be responsive to citizen complaints and encourage pilots to practice a good neighbor policy

A dedicated Noise Abatement Officer responds to citizen complaints, enforces airport noise rules established by the City Council, provides noise abatement information to pilots, and participates in local planning group meetings. This effort has been shown to reduce community opposition to airport operations. The Division will move toward accomplishing this goal by focusing on the following objective.

Minimize the negative impacts of the Airports' operations

Accomplishments

The Airports Division had a number of accomplishments and successes in Fiscal Year 2008.

- Support for the Harris and Witch Creek Fires: Brown Field accommodated and supported ultra-large helicopters that flew over 150 fire-fighting sorties to extinguish the Harris fire. At Montgomery Field, accommodated and supported 1,300 National Guard personnel, equipment, and helicopters, who assisted the City by providing security in neighborhoods affected by the fires.
- Brown Field RFQ/RFP Development Project: Conducted a Request for Qualifications and a Request for Proposals, estimated to have a value of \$100-\$700 million in capital improvements alone. The Brown Field development is expected to act as a catalyst for economic development and job creation in the Otay community.
- **Increased Revenues:** The Airports Division gross revenues increased from \$3.5 million to \$4.2 million, an increase of over 20 percent.
- Capital Improvements: \$1.8 million worth of airport projects were completed to enhance airport safety.
- **Integrity:** Re-established the integrity and trust of the City Airports Division with surrounding communities, airport users, the FAA, employees, and the press.

Budget Dollars at Work: Performance Expectations

Goal 1: Develop the City airports to be financially self-sufficient, maximize aviation uses, create economic activity, and meet the general aviation needs of the region

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of projects funded by federal grants	86%	100%	100%
2.	Ratio of non-aviation revenue to total revenue	67%	70%	67%
	expressed as a percent			
3.	Percent deviation between cost of services at City	10%	10%	10%
	Airports and other similar regional airports			
4.	Number of tie-downs and hangars provided for storage	154	154	154
	(City-operated)			

Goal 2: Ensure City Airports are operated safely and efficiently, and that airport facilities are constructed and maintained in accordance with applicable rules and regulations

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of contracts in accordance with applicable advisory circulars	100%	100%	100%
2.	Percent adherence to FAA grant requirements	100%	100%	100%
3.	Number of discrepancies found during the annual Caltrans Division of Aeronautics inspection	0	0	0
4.	Number of days/year airports are closed or otherwise unavailable to serve as part of the Regional and National Air Transportation System	0	0	0

Goal 3: Provide highly trained professional staff to promote a climate of trust and foster positive relationships with tenants, users, business interests, the community, and regulatory agencies

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Average number of hours of training per employee	12.0 hours	20.5 hours	12.0 hours

Goal 4: Be responsive to citizen complaints and encourage pilots to practice a good neighbor policy

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent response to noise complaints received	100%	100%	100%
2.	Average number of days to respond to a noise complaint	2 working days	2 working days	2 working days
3.	Number of Notices of Violations issued in response to noise violations	Less than 1 per violation (95%)	1 per violation (100%)	1 per violation (100%)

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009		
Sizing Data							
Aircraft Operations (take-offs and landings),	235,962	238,960	225,818	243,725	230,000		
Montgomery Field							
Aircraft Operations (take-offs and landings), Brown	102,810	133,696	134,404	139,007	150,000		
Field							

Engineering and Capital Projects

Department Description

The Engineering and Capital Projects Department (E&CP) provides a full range of engineering services for the City's capital investment in its various types of infrastructure and provides traffic engineering services to the community. The Department is responsible for the planning, design, project management, and construction management of public improvement projects; quality control and inspection of private work permitted in the right-of-way; surveying and materials testing; and providing traffic operations and transportation engineering services. The Department's activities include work on various public infrastructure assets to rehabilitate, restore, improve, and add to the City of San Diego's capital facilities. The Capital Improvement Program (CIP) covers a wide range of projects including libraries; fire, lifeguard and police stations; parks and recreation centers; lighting and signals, street improvements, bikeways and other transportation projects; drainage and flood control facilities; rebuilding and expanding water and sewer pipelines, treatment plants, and pump stations; and dry utilities under-grounding projects. Traffic engineering services include transportation system forecasting and program management, responding to traffic requests from the public, maintaining the City's traffic signal systems, and traffic safety analyses.

These functions are provided through five divisions within the Department.

Architectural Engineering & Parks Division

This Division manages the implementation of non-right-of-way and vertical capital improvement projects. This responsibility includes the design and project management of public buildings, parks, recreation facilities, airport-related projects, water and sewer treatment plants, reservoirs, and pump station projects.

Field Engineering Division

This Division manages construction contracts, materials testing, land surveying services, and geological assessment/support. This responsibility includes quality assurance/quality control inspection of CIP, projects on City property or within the City's right of way, inspection of private land development of public infrastructure, land survey support for design mapping/construction staking, traffic engineering support during construction, and testing of construction materials in the field and at manufacturing facilities throughout the region.

Project Implementation and Technical Services Division

The Division provides centralized technical, operational, and project support services to the other divisions within the Department, as well as other departments in the City. These services include preliminary engineering and asset management, project controls, CIP fund management, Americans with Disabilities Act (ADA) compliance review for CIP projects, quality control and standards, environmental and permitting assistance, community outreach, and information technology.

Right-of-Way Design Division

This Division manages the implementation of right-of-way and related horizontal capital improvement projects. This responsibility includes the design and project management of water and sewer pipelines, transportation and street-related projects, bridges, flood plains and drainage infrastructure, signals, streetlights, and utilities under-grounding projects.

Transportation System Engineering & Operations Division

This Division manages and coordinates the planning, modeling, and efficient and safe operation of the City's transportation system. This responsibility includes program management and coordination with regional transportation agencies; traffic investigations and studies for signs, markings, traffic control devices, speeding concerns, and parking issues; accident data analyses; traffic signal systems management; traffic studies including traffic counts and radar speed surveys; and investigation and programming of street lights, pedestrian safety and safe routes to school projects.

The Department's mission is:

To provide exceptional engineering services including technical and operational support, design and construction for the Capital Improvement Program, oversight of development of public infrastructure and facilities, and transportation system management

Goals and Objectives

The following goals and objectives represent the action plan for the Department:

Goal 1: Provide courteous, accessible, seamless and responsive services to foster partnerships and strengthen relationships with communities, industry, service providers, and customers

With customers being the focal point of how E&CP delivers services, this goal is the starting point for achieving objectives. The Department recognizes that our customers play a crucial role in how, when and why we deliver a product. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Communicate clearly and effectively and collaborate with internal and external customers
- Manage customer expectations to achieve customer satisfaction
- Deliver services seamlessly to customers

Goal 2: Manage and utilize personnel and processes to effectively and efficiently deliver projects

We must ensure the delivery of an efficient and effective product or service to our customer. The Department will move toward accomplishing this by focusing on the following objectives.

- Deliver capital projects on time and in a cost effective manner
- Deliver the overall capital program in accordance with the annual execution plans

Goal 3: Implement a uniform and objective ranking system to prioritize all CIP projects effectively and efficiently

This goal is focused on making sure that we are targeting our CIP resources toward our greatest needs. The Department will move toward accomplishing this by focusing on the following objective.

Institute and maintain a project prioritization system to include all asset classes and project types

Goal 4: Manage resources to effectively respond to transportation operations requests

This goal is focused on making sure that transportation operations requests are resolved in a timely manner. The Department will move toward accomplishing this by focusing on the following objective.

• Evaluate and respond to traffic requests in a high quality, professional, and timely manner

Accomplishments

During Fiscal Year 2008, the Engineering and Capital Projects Department delivered design services and managed construction for over \$350 million worth of capital improvement projects. In addition, the Department provided construction inspection of over \$100 million in permitted work for City-owned infrastructure. A sampling of capital improvement projects undertaken during Fiscal Year 2008 is as follows:

- Structures and Libraries: Roof replacements for the Museum of Art, Old Globe Theater, Museum of Man (Phase 1), Malcolm X Library, and Main Library. Construction of North University Community Branch Library, Nobel Recreation Center and Athletic Area, Logan Heights Branch Library, Pacific Highlands Ranch Fire Station 47, and Lifeguard Headquarters Boat Dock Facility. Renovation of Fire Station #1 (Downtown).
- Parks: Construction of Hilltop Community Park Development, Del Mar Mesa Neighborhood Park, Carmel Valley Skate Park, Carmel Valley Community Park South Recreation Center and Black Mountain Ranch Neighborhood Park North. Upgrades to Redwood Neighborhood Park. Improvements to Torrey Pines Golf Course.
- Water and Sewer Facilities:

- o 10 miles of sewer main replacements
- o 25 miles of water main replacements
- o Completion of the second phase of the upgrade of Miramar Water Treatment Plant (WTP)
- Upgrade of Rancho Bernardo Reservoir
- o Initiation of the second phase of the upgrade of Otay WTP
- o Initiation of the third phase of the upgrade of Miramar WTP
- o Initiation of the fourth phase of the upgrade of Alvarado WTP
- Utilities Undergrounding: Approximately 22 miles of overhead utilities (electric, phone, cable) removed from overhead poles and placed underground.
- Transportation: Work was done on the following projects: Bayshore Bikeway, Kensington Manor No. 1 Street Light Circuit Upgrade, West Point Loma Boulevard Sidewalk (Temecula to Rialto), Barnett Avenue Bridge over Pacific Highway Barrier Rail, 47th & T Street Traffic Signal, 28th Street Guardrail, San Ysidro Streetlights, Friars Road/Pacific Highway Bike Path, and Reo Drive Street.
- Americans with Disabilities Act (ADA): ADA upgrades to Balboa Clubhouse, Tennis Lounge Concession, Clairemont Branch Library, North Clairemont Library, Skyline Branch Library, University City Branch Library, and La Jolla Fire Station # 13.
- **Drainage:** Storm Drain Replacements were completed at 6th Avenue and Camino de la Costa.

Engineering and Capital Projects also provided program management services for the transportation capital improvement projects; responded to requests for investigation of traffic, bicycle and pedestrian issues; evaluated requests for street lights and all-weather walkways/safe routes to school; and managed the Red Light Photo Enforcement Program. The Department has tiered the required turnaround times for traffic operations investigations and responses to constituent concerns/requests based on complexity and type of request, with 30, 60 and 90-day standards (depending on urgency), with the goal of completing the requests within these standards 90 percent of the time. The Department met this goal.

Finally, in Fiscal Year 2008, the Department responded to two major incidents: the Soledad Mountain Landslide and the October 2007 wildfires. E&CP staff initially responded to the landslide and have led the subsequent efforts to stabilize the area and rebuild Soledad Mountain Road and Desert View Alley. Response to the wildfires included directly supporting first responders; significant coordination at QUALCOMM Stadium evacuation center; coordination with the Local Assistance Center established in Rancho Bernardo, including advising residents on erosion control issues; and technical support for the debris clean-up and erosion control activities in the wildfire burn areas.

Budget Dollars at Work: Performance Expectations

Goal 1: Provide courteous, accessible, seamless, and responsive services to foster partnerships and strengthen relationships with communities, industry, service providers, and customers

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of employees provided in-service training	N/A	N/A	50%
2.	Percent of employees trained for specified applicable	N/A	N/A	80%
	standard operating procedures			

Goal 2: Manage and utilize personnel and processes to effectively and efficiently deliver projects

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Percent of CIP projects for which soft costs (planning,	N/A	N/A	90%
	design, project management, and construction			
	management) do not exceed the statewide			
	benchmarking averages			

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
2.	Percent of CIP projects executed within 5% of their baseline schedule	N/A	N/A	80%
3.	Percent of CIP projects delivered within the approved	N/A	N/A	85%
	baseline schedule and cash expenditures (earned value)			

Goal 3: Implement a uniform and objective ranking system to prioritize all CIP projects effectively and efficiently

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of projects scored using prioritization rankings	N/A	56% of	100% of
for CIP projects governed under Council Policy 800-14	1	Transportation	Transportation
		Projects	Projects
		0% of all other	25% of all
		projects	other projects

Goal 4: Manage resources to effectively respond to transportation operations requests

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Percent of Traffic Operations requests responded to within assigned 30/60/90 day turnaround timeframes	90.0%	88.3%	90.0%

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
W	orkload Da	ta			
Total value of CIP projects in construction	\$226M	\$149M	\$108M	\$162M	\$312M
Total number of CIP projects in construction	84	47	38	85	153
Total value of adopted CIP	\$583M	\$390M	\$294M	\$492M	\$500M
Total number of CIP projects in design	205	222	249	192	131
Miles in contracts awarded for replacement of	6.2	5.4	6.1	25.0	20.0
water mains					
Miles of sewer mains replaced or rehabilitated	40.23	28.11	25.98	24.12	55
Miles of dry utilities undergrounded	11.2	22.7	20	21.7	23.6
Value of private agency Community	\$2.4M	\$1.7M	\$2.5M	\$2.8M	\$2.1M
Development Block Grant (CDBG) funds					
managed					
Value of construction inspection of permitted	\$134M	\$132M	\$134M	\$128M	\$120M
work for City-owned infrastructure					
Number of traffic signals retimed and optimized	50	120	160	250	250
Number of traffic/parking requests responded to	6,065	5,197	7,244	7,500	7,500

General Services

Department Description

The General Services Department is comprised of seven distinct divisions/programs. The Department operates with a core mission to provide the most efficient and effective service to the residents and visitors of San Diego and to its fellow City departments with every member of the Department striving for excellence in public service. Included in the General Services Department are the following divisions:

- Facilities Division
- Fleet Services Division
- Street Division
- Publishing Services Division

In addition, the Department manages the following programs:

- Contracts (under Facilities)
- Department Administration
- Public Works Dispatch Center (under Street)

Facilities Division



Division Description

The Facilities Division provides day-to-day maintenance and repair services to over 1,600 facilities, including preventive maintenance, scheduled maintenance, emergency repairs, and deferred maintenance. Deferred maintenance work includes re-roofing facilities, replacing Heating, Ventilating, and Air Conditioning (HVAC) systems, performing structural improvements, and other repair work.

The Division's mission is:

To proactively, systematically, and in an environmentally-responsible manner maintain and enhance the City's capital assets, ensuring that they are safe, clean, and functional

Goals and Objectives

The following goals and objectives represent the action plan for the Division.

Goal 1: Provide preventive, corrective, and emergency maintenance to City facilities to ensure efficient and effective operations

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Develop and implement preventive maintenance programs for City facilities
- Provide ongoing condition assessment of facilities
- Utilize available resources effectively to maintain the City's physical assets

Goal 2: Provide quality facility services efficiently and economically

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Provide quality customer service at a high level of user satisfaction
- Utilize a computerized maintenance management system for work control
- Respond to emergency requests in a timely manner

Goal 3: Ensure facilities comply with industry standards with regard to environmental responsibility

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Comply with hazardous material regulations and laws
- Comply with City Administrative Regulation 35.80, Environmentally Preferable Purchasing Program

Goal 4: Provide a team of skilled facility professionals, prepared and able to serve as the City's provider of facilities asset management, maintenance, and repair

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Provide ongoing professional training related to job classification
- Maximize workplace safety
- Provide on-going training to ensure knowledge of building codes

Accomplishments

The Facilities Division focused on defining the backlog of deferred maintenance and reducing this backlog. A comprehensive Facilities Condition Assessment was performed on 31 critical Life/Safety facilities (Police, Fire, and Lifeguard Stations). The Facilities Division also upgraded its computer work management system *iMaint* to provide better work management, production control, and performance monitoring. The Division has completed roof repairs for Museum of Art, Museum of Man (Phase I), Old Globe Theatre, Main Library, Malcolm X Library, San Ysidro Community Center, San Ysidro Recreation Center, and Bud Kearns Pool. The Division is also well underway in its comprehensive facility assessment. This is expected to be complete by November 2008. More specifically, the Division has completed a condition assessment for the elevator systems in the City Administration Building (CAB) and the City Parkade. From this assessment, two contract actions were initiated to rehabilitate the electromechanical systems of all eight elevators in these facilities.

The Facilities Division has also increased its funding. The Mayor's Fiscal Year 2009 budget will add 500% more funding for addressing the deferred maintenance in City facilities. No funds were provided for the City's deferred maintenance needs by previous administrations during the budget year the Mayor took office. The Mayor's proposal dedicates much-needed dollars to deferred maintenance and capital improvements.

Budget Dollars at Work: Performance Expectations

Goal 1: Provide preventive, corrective and emergency maintenance to City facilities to ensure efficient and effective operations

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Number of facilities for which preventative maintenance program are established using the Division's Computer Maintenance Management System	1	40	30
2.	Number of major City facilities for which a condition assessment has been completed	31	0_{89}	370
3.	Number of work orders in backlog	1,700	1,486	1,700
4.	Age of open work orders – percent of tickets older than 120 days	42%	37%	35%

Goal 2: Provide quality facility services efficiently and economically

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Total number of work orders completed per month	620	725	650
2. Average response time for emergency requests during standard work hours	1 hour	1 hour	1 hour
3. Average response time for emergency requests during non-standard work hours	2 hours	2 hours	2 hours

Goal 3: Ensure facilities comply with industry standards with regard to environmental responsibility

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Number of Notices of Violation per year	1	0	0

⁸⁹ Contract awarded in July 2008

Goal 4: Provide a team of skilled facility professionals, prepared and able to serve as the City's provider of asset management, maintenance, and repair

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
Percent of employees current with on-going certification requirements	79%	79%	100%

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
	Sizing Data				
Number of facilities maintained	1,622	1,641	1,647	1,660	1,670
Square feet of facilities maintained	8,079,402	8,129,339	9,690,737	9,820,737	9,920,737
Number of work orders created for City facilities	9,929	9,653	11,266	8,635	10,200
V	Vorkload Da	ta			
Number of work orders on City facilities completed	9,040	8,745	8,461	7,529	8,000

Fleet Services Division



Division Description

The newly consolidated Fleet Services Division provides all departments with motive equipment and a full range of fleet management services. These services include acquisition, fitting, maintenance and repair, the provision of parts and fuel, body repair, painting, metal fabrication, disposal services, and other motive equipment-related support services, such as machining, equipment rental, and operator training.

The Division's mission is:

To provide our customers with safe, economical, state-of-the-art, environmentally friendly and reliable fleet services, delivered by highly skilled professionals

Goals and Objectives

The following goals and objectives represent the action plan for the Division.

Goal 1: Be responsive to and accountable for meeting our customers' fleet mission requirements

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Meet or exceed industry and customer standards for designated fleet availability rates
- Create and maintain life-cycle replacement plans for equipment
- Replace motive equipment in accordance with life cycle standards

Goal 2: Provide quality fleet services efficiently and economically

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Ensure usage rates reflect the highest level of efficiency and effectiveness
- Provide quality customer service to achieve a high level of user satisfaction

Goal 3: Minimize the environmental impact of the fleet

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Reduce overall vehicle emissions
- Comply with hazardous materials regulations and laws

Goal 4: Provide a highly-trained and certified team of professionals, prepared and able to serve as the City's consolidated provider of fleet services

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Maximize workplace safety
- Enhance the level of employee and team professional certifications

Accomplishments

In the beginning of Fiscal Year 2008, the Fleet Business Process Reengineering (BPR) project was completed. The project resulted in the consolidation of three distinct fleets, Police, Fire-Rescue, and Non-Safety, into one division

and allowed for the reduction of 27 budgeted positions and one repair location. With fewer resources, the consolidated Fleet Services Division continues to complete at least 95 percent of preventive maintenance work within one day and maintain vehicle availability of approximately 95 percent. Additionally, one unleaded fuel tank was automated and 19 diesel vehicles were retrofitted to meet California Air Resources Board requirements. Two other retrofit projects involving 25 diesel vehicles are underway to further reduce fleet emissions.

A major achievement for the Division was recognized during the Fire Storm 2007 contingency operations. When the fires broke out on October 21, 2007, the Fleet Services Division was able to recall all critical personnel to fully staff the maintenance facilities, staff the Emergency Operations Center throughout the event and to field all 20 reserve Type 1 fire engines in addition to over 95% of the front line engines. The unity of command enabled the City of San Diego to place transportation assets in the best tactical locations to maximize its resources.

Budget Dollars at Work: Performance Expectations

Goal 1: Be responsive to and accountable for meeting our customers' fleet mission requirements

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Percent of performance expectations in services to	N/A ⁹⁰	99%	98%
	other departments that meet or exceed goals			
2.	Percent of equipment classes that have established	59%	99%	79%
	lifecycles			
3.	Percent of the total fleet that is over age and/or over	27%	25%	22%
	mileage			

Goal 2: Provide quality fleet services efficiently and economically

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of time spent on preventive maintenance as	50.0%	50.6%	55.0%
opposed to unscheduled repair			

Goal 3: Minimize the environmental impact of the fleet

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of Non-Safety Light Duty fleet vehicles	31%	51%	55% (656
	classified as Low Emissions Vehicles II			vehicles)
2.	Percent of Non-Safety Medium/Heavy Duty fleet on- road diesel powered vehicles meeting CA Code Reg. Title 13	22%	31%	40% (178 vehicles)

Goal 4: Provide a highly-trained and certified team of professionals, prepared to and able to serve as the City's consolidated provider of fleet services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of master technicians Automotive Service	49%	38%	51%
	Excellence (ASE)/welder certified			
2.	Number of shops ASE certified	0	2	1

⁹⁰ The Fleet was consolidated and set clear performance expectations for its service to other departments in Fiscal Year 2007.

Budget Dollars at Work: Sizing and Workload Data

	Actual	Actual	Actual	Actual	Target	
	FY2005	FY2006	FY2007	FY2008	FY2009	
Si	zing Data					
Number of pieces of motive equipment	N/A	4,426	4,371	4,343	4,330	
Number of non-public safety fleet motive	N/A	2,587	2,537	2,495	2,485	
equipment pieces maintained						
Number of public safety fleet motive equipment	N/A	1,839	1,834	1,848	1,845	
pieces maintained						
Workload Data						
Number of pieces of equipment replaced or added	N/A	258	478	901	500	
Number of Fleet Work Orders	N/A	43,113	42,375	65,104 ⁹¹	65,000	

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⁹¹ Beginning in Fiscal Year 2008, the Police Department and Fire-Rescue Department fleets were combined with the Equipment Division to form the Fleet Services Division.

Publishing Services Division



Division Description

Publishing Services is the City of San Diego's full service, in-house reproduction and graphics center. Publishing Services provides full reproduction capability, including offset press operations, high-volume copying, and product finishing services. Also provided are graphic design and electronic publishing services. In addition, Publishing Services manages the City-wide Photocopier Program and provides more than 580 copiers for departmental needs.

The Division's mission is:

To provide the highest quality of reprographic services to our customers in the most timely manner and at the lowest possible cost

Goals and Objectives

The following goals and objectives represent the action plan for the Division.

Goal 1: Respond adeptly to the City's requirements for reprographic services

The Division will move toward accomplishing this goal by focusing on the following objectives.

- Effectively market the services available from Publishing Services to other City departments
- Provide consultative services to ensure that there is appropriate planning on City projects with significant reproductive implications

Goal 2: Support the current and future needs of the City by using the most current technology and delivering services in a flexible, responsive, and professional manner

Publishing Services strives to meet all of the City's reprographic needs. Publishing Services recognizes that being able to provide the must up-to-date technology and employ a flexible and responsive workforce is the best way to ensure that the operations keep up with ever changing customer demands. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Maintain an agile, able, and cross-trained work force, able to use new technology and expand the product base as warranted
- Enhance the technical and customer services knowledge and skills of employees through appropriate training and education
- Keep Publishing Services current by using appropriate technology and investing in new technology as economically feasible
- Plan for the future needs of the City by keeping abreast of industry trends and soliciting feedback regarding customer demands

Goal 3: Offer the best technology at the best price for convenience copiers

Publishing Services is responsible for managing the City's photocopier program, including the maintenance and administration of over 580 photocopiers distributed throughout the City. As such, it is imperative that Publishing Services leverages its resources to obtain the best technology and price for the City so that customers' low-volume copying needs can be conveniently met. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Get the best value from the photocopier contract by ensuring that customers have the appropriate equipment for their operations and that the contract is properly managed
- Keep updated on current market trends as preparation for future photocopier bid processes
- Ensure the photocopier program is accurately and fully reimbursed by customer departments

Goal 4: Recover costs of services through appropriate pricing structures

As an Internal Service Fund division, it is imperative that Publishing Services be fully cost recoverable in its operations. Therefore, Publishing Services has the priority of ensuring its rates, accounting, and work management practices are accurate and current. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Ensure the Publishing Services rate/cost structure is updated, current, and appropriate
- Ensure that work management and accounting systems are stable and accurately recover costs of doing business

Accomplishments

Publishing Services supported the City's reprographic needs throughout the year by maintaining the leases for the City's convenience copiers (those used by departments for their printing and day-to-day photocopying needs), providing quick print and offset press impressions, and providing graphics for inclusion in the City's hard copy and electronic publications. Over the last year, Division services included production of both hard copy (three volumes) and electronic (CD) versions of the annual budget document in both proposed and final versions. In addition, the Division provided rapid response support to the wildfire relief efforts by producing signage and informational flyers for the various information and evacuation centers.

Budget Dollars at Work: Performance Expectations

Goal 1: Respond adeptly to the City's requirements for reprographic services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Amount of City dollars being spent with external	\$232,260	\$387,957	\$320,000
	vendors for reprographic services (not going			
	through Publishing Services)			

Goal 2: Support the current and future needs of the City by using the most current technology and delivering services in a flexible, responsive and professional manner

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of "standard" jobs completed by staff	N/A	85%	90%
	within established turn-around times			
2.	Staff productivity rate	83.4%	85%	85%

Goal 3: Offer the best technology at the best price for convenience copiers

	⊙ √	1	1	
	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of up-time for convenience copiers	99.4%	99.5%	99.5%
2.	Percent of photocopiers read for usage information	60%	75%	80%
	monthly			

Goal 4: Recover costs of services through appropriate pricing structures

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Percent of billings completed within 30 days	99%	99%	100%

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
	Sizing Dat	a			
Convenience photocopiers in service with the City	N/A	552	582	585	590
Work requests submitted annually	N/A	4,240	4,821	5,046	5,000
	Workload D	ata			
Number of quick print impressions produced annually	N/A	16.8M	17.9M	19.9M	18.5M
Number of off-set press impressions produced annually	N/A	6.9M	6.5M	6.1M	6.4M
Direct graphic design labor hours performed annually	N/A	7,508	6,350	6,106	6,500
Direct bindery (finishing) labor hours performed annually	N/A	10,036	10,029	6,518	10,100

Street Division



Division Description

The Street Division maintains and repairs all streets, alleys, sidewalks, bridges, guardrails, and fences; administers annual resurfacing and slurry seal contracts; maintains and repairs street lights and traffic signals; performs traffic lane striping; paints and removes traffic markings and legends; maintains and manufactures traffic signs; and maintains street trees.

The Division's mission is:

To provide a safe City street system through effective and efficient maintenance, with an emphasis on exceptional customer service

Goals and Objectives

The following goals and objectives represent the action plan for the Division.

Goal 1: Streets, sidewalks, and associated infrastructure are safe, operable, and pedestrian-friendly, as appropriate

It is vital to ensure public safety, preserve our infrastructure and improve life quality. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Achieve industry standards for overall pavement condition index
- Achieve acceptable level of response for sidewalk locations that need repair
- Ensure that electrical facilities are operable and traffic control devices meet safety standards
- Respond to potholes in a timely manner

Goal 2: Planned maintenance is conducted on annual basis

Planned preventative maintenance will reduce requests for service, achieve an enhanced level of response, and improve the safety and operability of our infrastructure. The Division will move toward accomplishing this goal by focusing on the following objective.

Develop and implement planned maintenance schedules

Goal 3: Asset maintenance and replacement is planned and proactive

This will preserve infrastructure, facilitate planned maintenance, and ensure appropriate response to service requests. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Track assets through a complete and accurate asset inventory
- Maintain an updated assessment of the condition of infrastructure assets

Goal 4: Personnel are responsive to customers and provide exceptional customer service

This is part of the City's commitment for quality, timely, and friendly customer service. The Division will move toward accomplishing this goal by focusing on the following objective.

Continue to strive for exceptional customer service

Accomplishments

Street Division is responsible for a wide range of services and operations that are provided by the Roadways, Electrical, Traffic, Urban Forestry, and Trench Restoration sections.

Roadways

This section is responsible for maintaining the streets pavement surfaces and sidewalks. This section receives and responds to over 9,000 service requests annually. This section also filled over 52,000 potholes. One of Street Division's major objectives is to meet the City's goal to resurface 134 miles of streets. Deferred maintenance funding for streets, sidewalks, and storm drains has significantly increased from \$2.5 million to \$33.1 million in Fiscal Year 2008. Additionally, planning and programming of Fiscal Year 2009 deferred maintenance projects was completed for the planned funding of \$70 million in Fiscal Year 2009, which is in line with the Mayor's Five-Year Financial Outlook.

Electrical

This section is responsible for the maintenance and operations of over 1,600 traffic signals and flashing beacons and approximately 50,000 street and park lights. This section is also responsible for converting approximately 24,000 street lights from low pressure sodium (LPS) to high pressure sodium (HPS). The conversion process is expected to be completed by June 30, 2008 as mandated by City Council. The electrical crews respond to over 19,000 service requests annually.

Traffic

This section is responsible for maintaining traffic control devices and barriers along the City's 2,900 miles of streets and alleys. This section receives and responds to approximately 14,000 service requests per year for maintenance of lane line striping, pavement legends, traffic signs, wooden barricades, guardrails, and pavement markers.

Urban Forestry

This section is responsible for maintenance and planting of trees within the public right-of-way. This section receives and responds to over 4,000 service requests annually. In addition, the Urban Forestry staff coordinates tree planting events with community groups, council offices, and non-profit private organizations.

Trench Restoration

This section is responsible for performing trench restoration work under a Service Level Agreement (SLA) with the Water and Metropolitan Wastewater Departments. The Trench Restoration staff repairs damaged roadway surfaces and sidewalks associated with water and sewer work within the street right-of-way.

Street Division was a major respondent to the 2007 fire storm emergencies; Division staff cleared debris from evacuation routes, swept streets to minimize debris entering our storm drain system, replaced guardrails and damaged traffic signs, and provided materials/equipment and personnel support to the erosion control station at the local assistance center.

Budget Dollars at Work: Performance Expectations

Goal 1: Streets and sidewalks, and associated infrastructure are safe, operable, and pedestrian-friendly, as appropriate

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	City-wide Overall Condition Index (OCI) for street pavement	37% of streets with an OCI of	No survey conducted this	39% of streets with an OCI of
	pavement	70 or greater	year	70 or greater
2.	Average time to respond to service notification for pothole repair after receipt of citizen-initiated	100% repaired within 72 hours	60% repaired within 48 hours;	90% repaired within 48 hours;
	service notification		100 % repaired within 72 hours	100% repaired within 72 hours

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
3.	Average time to respond to service notification for	100%	70% responded	100%
	sidewalk tripping hazard after receipt of citizen-	responded to	to within 24	responded to
	initiated service notification	within 24 hours	hours	within 24 hours
4.	Average time to make permanent repairs to	100% within 2	100% within 2	100% within 1
	sidewalks after receipt of citizen-initiated service	years	years	year
	notification			
5.	Average time to respond to repair notification for	100%	100%	100%
	urgent traffic signal repair	responded to	responded to	responded to
		within 1 hour	within 1 hour	within 1 hour

Goal 2: Planned maintenance is conducted on an on-going basis

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	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009				
1.	Percent of street lights replaced through planned maintenance	0%	0%92	20% of all street lights re-lamped annually via group lamping				
2.	Percent of roadways maintained or improved annually	< 3.0%	4.9%	8.0%				
3.	Percent of palm trees trimmed annually	< 50%	<50%	60%				
4.	Percent of street trees trimmed annually	15%	16%	20%				
5.	Average number of trees planted annually	2,000	1,827	2,200				

Goal 3: Asset maintenance and replacement is planned and proactive

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Frequency of street condition assessment completion	Every 2-4 years	Every 2-4 years	Every 2-4 years
2.	Percent of street light assessments completed	10%	0%93	20%
3.	Percent of traffic signal assessments completed	100%	100%	100%

Goal 4: Personnel are responsive to customers and provide exceptional customer service

Performance Measure	Baseline	Actual	Target
	FY2007	FY2008	FY2009
1. Customer satisfaction	N/A	N/A ⁹⁴	8 out of 10

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
	Sizing Data				
Miles of paved streets	2,650	2,685	2,700	2,721	2,735
-	(estimate)	(estimate)	(estimate)		
Miles of sidewalks (estimate)	5,000	5,070	5,100	5,140	5,170
Number of street lights (estimate)	41,000	42,000	50,000	50,000	50,000

Group Lamping Program starts in Fiscal Year 2009
 Street lights will be assessed in conjunction with the Group Lamping Program starting in Fiscal Year 2009
 Resident Satisfaction Survey to be implemented in January 2009

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Number of traffic signals (including flashing	1,500	1,588	1,588	1,668	1,678
beacons)					
Number of signs (estimate)	250,000	250,000	250,000	250,000	250,000
Number of street trees (estimate)	205,000	226,546	231,022	233,000	235,000
Wo	rkload Data	1			
Number of service orders/work requests filled for	45,000	49,238	46,569	45,000	$35,000^{95}$
streets (including potholes), sidewalks, street					
lights, traffic signals, trees					
Miles of street repaved	7.0	4.5	28.3	39.2	62.0
Miles of street slurry sealed	19.5	20	110	95.3	91 ⁹⁶
Number of potholes filled	49,552	38,255	52,215	50,000	55,000

⁹⁵ Street sweeping and storm drain maintenance service calls will be handled by the Storm Water Department for the first time in Fiscal Year 2009.
96 Includes 29 miles of slurry seal funded with Proposition 42 funds.

Storm Water

Department Description

The new Storm Water Department has been designated as the lead in protecting and improving the water quality of rivers, creeks, bays, and the ocean in compliance with the updated Municipal Storm Water Permit and other surface water quality regulations and orders issued by the State of California. The Department's main objectives are to: (1) identify sources of pollution and abate them through the implementation of innovative and efficient public education, watershed management, storm water development regulations, monitoring, investigation, enforcement, and City-wide training programs; and (2) provide the most efficient storm drain system operation and maintenance services to San Diego's residents, businesses, and visitors.

The City of San Diego has over 70,000 storm drain structures and over 800 miles of drainage pipe. The Department is responsible for inspection, maintenance, and repair of the storm drain system in the public right-of-way and in drainage easements. This includes clearing blocked drains, removing debris from storm drain structures, and cleaning and repairing damaged drainpipes. In addition, the City of San Diego maintains 84 miles of concrete and dirt drainage channels and ditches.

This department is also responsible for street sweeping which provides two primary benefits to the City. The more obvious benefit is the collection and removal of paper, leaves, and other visible debris that collect in the gutters. This debris can block storm water facilities causing localized flooding during heavy rains. An equally important, but less visible benefit is the removal of metal particles and other hazardous waste products left by passing vehicles. Although they are virtually invisible, these particles can be extremely harmful to fish and other wildlife if they reach our creeks, rivers, beaches, and bays. Street sweeping is an effective method of removing both the large and microscopic pollutants that collect on City streets. This sweeping also serves as a Best Management Practice (BMP) to control and improve water quality. Motorized sweeping removes an average of 220,000 pounds of debris from the street before it goes into the storm drains. The City currently has over 2,700 miles of improved streets that are included in the sweeping program. The Department has 20 power sweepers and operators, with a support staff of truck drivers and parking enforcement officers.

The Department's mission is:

To protect and improve the water quality of creeks, rivers, bays, and the ocean for the citizens of and visitors to San Diego and for future generations

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Identify, reduce, and eliminate pollutants in urban run-off and storm water

Pollution in urban run-off has the potential to harm the region's creeks, beaches, and bays and threatens its social and economic quality of life. Preserving San Diego's natural water resources is one of the most important goals of the City of San Diego. The Storm Water Department is designated as the lead City agency to achieve this goal. The Department will move toward accomplishing this goal by focusing on the following objective.

• Ensure that the City complies with all storm water permits and other regulations

Goal 2: Deliver storm water services in an efficient and effective manner

The Storm Water Department has a responsibility to the citizens of San Diego to provide storm water services in an efficient and effective manner making the most of resources that are made available to the Department. The Department will move toward accomplishing this goal by focusing on the following objective.

Develop and deliver effective pilot projects

Goal 3: Collaborate effectively with the State, the region, the watershed areas, and other City departments to deliver outstanding storm water services

Storm water regulations have an effect across the City and the region. It is imperative that the Storm Water Department collaborate with all different groups both within the City and the region in order to have comprehensive storm water efforts that will benefit the City and the environment. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Work with stakeholders to proactively influence new regulations
- Create a mechanism for stakeholder participation in projects and programs

Goal 4: Deliver asset maintenance and replacement in a planned and proactive fashion

This will preserve the storm water infrastructure, facilitate planned maintenance and ensure appropriate response to service requests. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Perform planned and unscheduled maintenance to optimize the condition of the storm water collection system assets
- Track assets through a complete and accurate asset inventory
- Maintain an updated assessment of the condition of the storm drain system
- Secure environmental permits to allow for timely maintenance

Goal 5: Enhance street sweeping levels to comply with the storm water permit requirements

This is to comply with the applicable provision of the Regional Storm Water Permit. The Department will move toward accomplishing this goal by focusing on the following objective.

Comply with storm water permit mandates

Accomplishments

Regulatory Policy Development

The Regulatory Policy Development Section is responsible for interpreting and negotiating new storm water regulations that affect the City. This section has been participating with the Regional Water Quality Control Board and interested stakeholders in the development of Clean up and Abatement Orders, the Regional Harbor Monitoring program, and Total Maximum Daily Load (TMDL) regulations for dissolved metals in Chollas Creek and bacteria at our beaches and creeks. In addition, the Section participated in groups developing monitoring plans for Los Peñasquitos lagoon and Famosa Slough, developed basin plan amendments, commented on draft sediment quality objectives, and conducted dry weather aerial deposition and bacteria source identification studies. The Department's goal in participating in these efforts is to develop regulations that maximize the protection and improvement of water quality in our creeks, beaches, and bays while being cost-effective.

Monitoring

The Monitoring Section has been responsible for conducting permit-required monitoring for the Coastal, Dry Weather, and Illicit Discharge Detection and Elimination (IDDE) programs. This section has also been responsible for overseeing the Industrial Inspection consultant contract. These programs were mandated by the 2001 Municipal permit. With the adoption of the 2007 Municipal Permit, the monitoring section has significantly expanded its monitoring and IDDE programs, including: increasing the dry weather sampling program from 300 to 700 sample locations, increasing the coastal storm drain outfall monitoring program from 17 to 151 sample locations, and revising the IDDE program to ensure that exceedances in water quality sampling standards are investigated within 1-2 business days.

Construction & Development Standards

To meet the requirements of the 2007 Municipal Permit, the Construction & Development Standards Section has established a treatment control BMP inspection program, compiling a complete inventory of all approved treatment control BMPs, developing hydromodification criteria, establishing minimum BMPs for existing development, and updating the Storm Water Standards Manual and requirements for construction and development planning. They have also been working with the Development Services Department to establish geotechnical guidelines for storm water infiltration, and with the General Services Department's Information Technology section to develop an integrated database system for the Department.

Jurisdictional and Watershed Implementation

In partnership with departments City-wide, the Jurisdictional and Watershed Implementation Section led the update and implementation of the City's Jurisdictional Urban Run-off Management Program. In partnership with other jurisdictions in the region, the Section has been involved in the update and implementation of six Watershed Urban Run-off Management programs. Under the watershed programs, the Section is in the process of planning, designing, or implementing 17 storm water infiltration projects, continued planning of targeted street sweeping pilot projects in three communities, has implemented a targeted watershed-based industrial inspection program, and has begun planning for a pilot rain barrel program at municipal facilities. In addition, the Section led the updates to the City's storm water ordinance in conformance with the 2007 Municipal Permit.

Enforcement

During Fiscal Year 2008, the Enforcement Section initiated 1,925 investigations, 720 Notices of Violation, 278 Administrative Citations, and processed 150 Notices of Violation for Civil Penalties. The Section also conducted a pilot project to assess the cost effectiveness of 24 hour enforcement staffing.

Education and Outreach

The Education and Outreach Section has conducted public outreach for projects including the La Jolla Area of Special Biological Significance (ASBS), Mission Bay, several pilot projects, and the minimum BMPs developed by the engineering section. They have conducted City and county-wide storm water surveys and initiated Community-Based Social Marketing outreach pilot projects in both the Chollas Creek and La Jolla areas. They have been responsible for developing and airing storm water public service announcements to over 3 million viewers. They implemented the second grade Project SWELL curriculum and are developing the kindergarten curricula for the San Diego Unified School District. The Section sponsored public events including December Nights and the San Diego Crew Classic. This Section has also worked on the post fire response, the storm water office move, and training for municipal employees.

Street Sweeping

The Street Sweeping Section is responsible for sweeping all improved City streets using motorized sweepers. Street Sweeping provides two primary benefits to the City. The more obvious benefit is the collection and removal of paper, leaves, and other visible debris that collect in the gutters. This debris can block storm water facilities, causing localized flooding during heavy rains. An equally important, but less visible benefit is the removal of metal particles and other hazardous waste products left by passing vehicles. Although they are virtually invisible, these particles can be extremely harmful to fish and other wildlife if they reach our creeks, rivers, beaches, and bays. Street sweeping is an effective method of removing both the large and microscopic pollutants that collect on City streets. Approximately 4,400 tons of debris is removed annually from the streets before it passes into the storm drain system. The Section's staff also works closely with residents to establish parking restrictions for sweeping, recommends appropriate sweeping times, determines the number of needed signs, and adjust the route accordingly. After the 2007 wildfires, the Section swept 430 miles and collected approximately 180 yards of debris from the fire-impacted streets.

Storm Drain Operations and Maintenance

The Storm Drain Section is responsible for the maintenance and repair of the City's storm drain system, including the maintenance and operation of 15 storm water pump stations. The Section receives and responds to over 13,000 service requests annually. The Section removes approximately 5,200 tons of debris from storm drains and channels annually. In conjunction with the Engineering and Capital Projects Department and the City Attorney's Office, the Section issues Right-of-Entry permits needed for non-City personnel to perform work on public property and works closely with community groups, volunteers, and private organizations on cleaning and removing trash from storm drains channels. The Section is also responsible for issuing inclement weather reports and identifying the storm condition operational procedures.

Budget Dollars at Work: Performance Expectations

Goal 1: Identify, reduce, and eliminate pollutants in urban runoff and storm water

		Baseline	Actual	Target
	Performance Measure	FY2007	FY2008	FY2009
1.	Number of Notices of Violation (NOV) received from	4.3	0	0
	Regional Water Quality Control Board (RWQCB)			
2.	Percent of beach receiving water samples above State	2.9%	0%	3.5%
	recreational water quality standards (AB411)			
3.	Miles of beaches in the City of San Diego negatively	13.70	2.20	7.05
	impacted by storm water run-off			

Goal 2: Deliver storm water services in an efficient and effective manner

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Cost/benefit ratio of pilot projects (change betw	een 3.44 lbs.	N/A ⁹⁸	> 3.44
Level IV water quality data and BMP versus co	st) /\$1.00 ⁹⁷		lbs./\$1.00 ⁹⁹

Goal 3: Collaborate effectively with the state, the region, the watershed area and other City departments to deliver outstanding storm water services

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of requested policy recommendations made to	N/A	N/A ¹⁰⁰	15%
	external agencies that are implemented			

Goal 4: Deliver asset maintenance and replacement in a planned and proactive fashion

	Performance Measure	Baselir FY200		
1.	Percent of storm drain asset assessment complete	d < 1%	10%	6 33%
2.	Percent of storm drain structures cleaned on a	5%	38%	6 25%
	quarterly basis			

Enhance street sweeping levels to comply with the Storm Water Permit Goal 5: requirements

	Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1.	Percent of residential streets swept monthly	Estimate: 50%	82%	100%
2.	Percent of commercial streets swept weekly	Estimate:	78%	100%
		100%		

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009		
Sizing Data							
Miles of storm drain pipes	800	800	800	800	800		

 ⁹⁷ Baseline cost/benefit data derived from Street Division's City-wide street sweeping data for Fiscal Year 2007
 Data will be available in January 2009

⁹⁹ Target established for Storm Water Department's pilot street sweeping project

¹⁰⁰ Pending response from regulatory agency

Number of storm drain structures	70,000	70,000	70,000	70,000	70,000
Wo	rkload Data	1			
Number of samples collected	4,891	5,624	6,287	7,519	10,672
Number of Illicit Discharge Detection and	105	228	206	178	2,000
Elimination investigations initiated					
Number of Technical/Stakeholder Advisory	9	12	12	21	21
Groups participated in					
Number of purchase orders/contracts required to	31	27	69	29101	230
perform the work of the Department					
Number of enforcement investigations initiated	1,747	1,961	2,290	1,925	2,135
Percent of enforcement investigations conducted	N/A	N/A	N/A	75%	100%
in 2 business days					
Miles of streets swept	90,632	88,472	74,000	78,131	100,000
Lineal feet of storm drains cleaned	28,964	12,428	12,929	17,992	10,500

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 $^{^{101}}$ Data reflects last quarter of Fiscal Year 2008

For additional information on the City's performance monitoring efforts or to obtain a copy of the SEA Report, please contact Denise Sandoval in the Business Office at the following location:

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The SEA Report can also be viewed online at http://www.sandiego.gov/strategicplan/